



2025

ANNUAL REPORT  
環球石油常年報告  
AP OIL INTERNATIONAL LIMITED

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# CORPORATE PROFILE

## 集团简介

Established in 1975, AP Oil International Limited ("AP Oil") was public listed in 2001 and upgraded to the Main Board of the Singapore Exchange in 2003.

AP Oil started its lubricant blending in 1981, setting up the first Singaporean owned lube plant in the Republic. The Group currently owns three blending plants for lubricating oils and two blending plants for specialty chemicals. In Vietnam, the Group operates one blending plant for lubricating oil through a Vietnam joint venture (AP Saigon). In China, the Group has one subsidiary in Shanghai and two joint ventures in Chongqing.

AP Oil makes world class lubricants that meet standards and specifications of international institutions and OEM requirements. We are a leading lubricants and specialist chemicals manufacturer in the Asia Pacific, serving customers from more than 20 countries, including U.S.A., Greece, Australia, China, Japan, Bangladesh, the Middle East and ASEAN regions, etc.

环球石油成立于1975年，2001年在新加坡交易所上市，2003年晋升主板。

1981年开始设厂生产，是新加坡第一家本地人设立的润滑油调配工厂。集团目前拥有五家工厂，三厂生产润滑油，两厂生产特殊化工品。在越南胡志明市有一家合资润滑油工厂，在中国上海有一家子公司，在重庆也有两家合资公司。

我们生产国际机构标准和规格以及原设备制造商认证的世界级润滑油品。集团是亚太地区领先的润滑油和特殊化学品制造商，客户来自20多个国家，包括美国、希腊、澳大利亚、中国、日本、孟加拉、中东和亚细安（东盟）多国。

## VISION 愿景

To be a reputable leader in the lubricants and specialty chemicals industries in the Asia Pacific region.

成为亚太地区润滑油和特种化学品行业的卓越领导者。

## MISSION 使命

To deliver world class quality products and always provide better services, exceeding customer's expectations in the ever changing market requirements.

提供世界级一流质量的产品，优质的服务，努力超越客户在不断变化市场中的需求和期望。





The infinity icon of the logo symbolises a world of unlimited possibilities. This reflects our philosophy of “All Possibilities” (AP), our aspiration to create and explore endless business opportunities in the oil industry and beyond. Marine blue signifies strength and resource. The evolving shades of blue, conveying dynamism and mobility, depicts our creative energy and progressive spirit in pursuit of growth in the ever changing world. The green element underscores our commitment to environmental friendliness and corporate social responsibility.

公司标志的双环图像代表无穷大的境界，蕴含无限机遇。我们会在石油化工及集团经营的其他领域不断寻找无限商机，为争取优越表现而不懈地努力。海蓝色象征才智与资源。色调递变，青出于蓝，更胜于蓝，寓意日新月异世界中力争上游、创新进取的精神。青绿色代表和谐与融洽，凸显我们对环保与履行企业社会责任的承诺。

# ALL POSSIBILITIES

## 无限机遇

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### THE POSSIBILITY OF PEOPLE

#### 以人为本

Behind our AP Oil brand is our heartware – the individuals who set wheels in motion. From the management, staff, stakeholders to partners, they are ambassadors representing the human spirit of our AP Oil brand. Empowered in spirit, body and mind, believing that the power of human energy has no boundaries, makes all things possible.

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### THE POSSIBILITY OF PERFORMANCE

#### 优异表现

The pursuit of optimum performance remains at the heart of our business through constant research and development, we believe performance drives us forward in search of achieving the best.

Along with an innovative mindset running seamlessly throughout our organisation, we strive towards providing the best possible performance in sustaining the quality of life.

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### THE POSSIBILITY OF PARTNERSHIP

#### 合作共赢

AP Oil values the synergy of partnership – collaborating with our partners, friends and industry players, always. Through the mutual exchange of ideas, opinions and perspectives, we believe that all can be made possible when we work together.

More importantly, in our efforts to provide more efficient energy, we partner the environment to ensure a cleaner environment for all.

# OUR CORPORATE CULTURE

## 我们的企业文化



**DILIGENCE**

**SINCERITY**

**LOYALTY**

**HARMONY**

Diligence and devotion have been a hallmark of AP Oil's work forces.

Sincerity and fairness in all our dealings is what we believe in and practise everyday.

Loyalty to the Company and commitment to give the best in all our endeavours are traditions we adhere to and take pride in keeping.

Cordial teamwork always exists among all levels of staff members and this spirit of harmony is extended to business partners particularly customers with bona fide bonding, friendly and the best possible service.

This corporate culture, which has been tenderly nurtured from day one, is transcended from the boardroom to the shop floor.

It has stood AP Oil in good stead, enabling us to overcome challenges and to grow in the past decades and emerge as one of the leading lubricants and specialty chemical specialists in the Asia Pacific.

勤奋努力和拚搏奉献一直是环球石油团队成员的特质。

以诚为本、公平互惠地处理所有事务，既是我们所信奉的目标，也是每天力行的常规。

忠于职守、精益求精是我们一向秉持的优良传统，我们对此引以为豪。

公司上下全体同仁协作无间，与业务夥伴融洽协作，尤其真诚地礼待顾客，力求为他们提供最优质的服务。

成立伊始，我们便悉心培植这一优良企业文化，时至今日，由上而下，已渗透到公司的各方面。

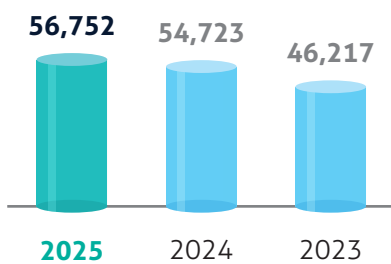
回望过去，它令集团受益无穷，使我们得以克服困难、茁壮成长，成为亚太地区领先的润滑油和特种化学品专家级企业之一。

# GROUP FINANCIAL HIGHLIGHTS

## 集团财务摘要

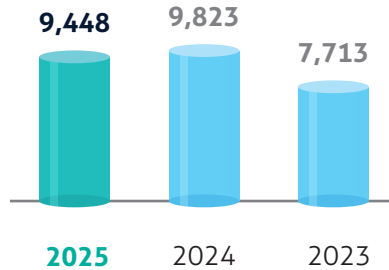
### REVENUE

(\$'000)



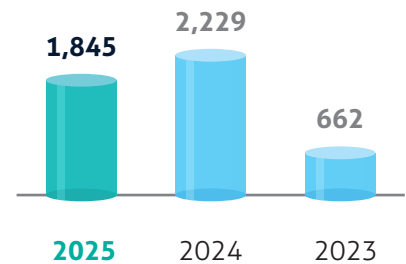
### GROSS PROFIT

(\$'000)



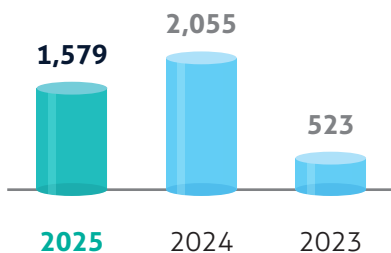
### PROFIT BEFORE TAX

(\$'000)



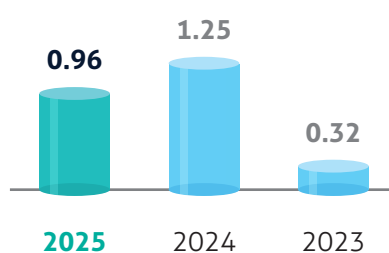
### NET PROFIT AFTER TAX

(\$'000)



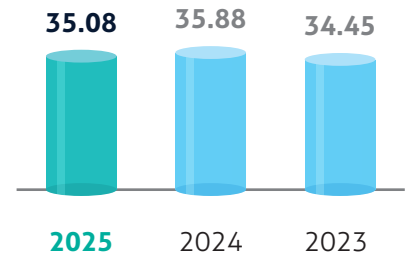
### EARNINGS PER SHARE

(cents)



### NET ASSET PER SHARE

(cents)



	2025	2024	2023
Revenue (\$'000)	56,752	54,723	46,217
Gross Profit (\$'000)	9,448	9,823	7,713
Gross Margin (%)	16.6	18.0	16.7
Profit Before Tax (\$'000)	1,845	2,229	662
Net Profit After Tax (\$'000)	1,579	2,055	523
Net Margin (%)	2.8	3.8	1.1
Earnings Per Share (cents)	0.96	1.25	0.32
Net Asset Per Share (cents)	35.08	35.88	34.45
Ordinary Shares	164,531,172	164,531,172	164,531,172

# CHAIRMAN'S MESSAGE

## 主席献词



### Dear Shareholders, Business Partners, Colleagues, and Friends,

AP Oil (formerly Huan Chew Oil) was founded on December 24, 1975. In 2025, we celebrate our 50 years Golden Jubilee.

From a small trading distributor, we ventured into manufacturing sector in 1981 and established Singapore's first locally owned lubricant blending plant. With the success of internationalization, we built and promoted our own brands (Apoil and SINO) and expanded our market regionally, across the Asia-Pacific, and worldwide.

Today, the Group operates four factories in Singapore, one in Vietnam, one in China, and two franchise plants in Bangladesh. These eight factories manufacture and market our full range of products.

Our customers span over twenty countries, including the United States, Japan, Switzerland, Greece, Australia, China, and ASEAN countries. The world's largest paper manufacturer (APP) has been using our SINO products as its designated specialty oils for 30 years.

Throughout 50 years journey of growth, we are deeply grateful for the unwavering support and cooperation of government agencies, banks, suppliers, shareholders, and customers, as well as the dedication and hard work of our employees. Without you, AP Oil would not be where we are today.

First, we would like to thank DBS Bank for its 47 years of support, and Afton for 45 years of technical collaboration. Enterprise Singapore (ESG, formerly TDB) has provided strong support and funding as we expanded into overseas markets, developed franchising programme, branding and production automation.

At our 50th anniversary gala dinner, we presented appreciation awards to a local customer of 50 years, two overseas agents with more than 30 years of partnership, and colleagues who have served for over 20 years.

Reflecting on our 50-year journey, Confucius said, "At thirty, one has established himself; at forty, one is free from doubts; at fifty, one understands and embraces his destiny." In 2001 (our 26th year), AP Oil public listed

on the stock exchange, marking the establishment of our enterprise. At 50, we may say we have come to understand our corporate duties and social responsibility.

AP Oil is a medium sized company. Guided by our corporate values of diligence, integrity, loyalty, and harmony, we strive to build the Group into a good and exemplary enterprise.

In our 50-year history, we have been profitable for 49 years. Both the parent company and our overseas subsidiaries strictly adhere to legal and tax compliance. Singapore Customs & Excise Dept awarded us the "Friend of Customs" plaque in recognition of our compliance. Before and after public listing, we have consistently distributed annual dividends to shareholders that are significantly higher than bank deposit interest rates.

The Group adheres to ESG principles, actively protects the environment, and promotes sustainable development. We care for employee welfare and provide a comfortable and good working environment. AP Saigon had been recognized as one of Vietnam's Top 100 Best Workplaces.

For decades, both personally and corporately, we have consistently participated in community service and charitable activities. Singapore's overseas consulates have recommended clients to us on numerous occasions. We take pride in the integrity and good reputation we have built both locally and internationally.

The Group's parent company completed its succession plan ten years ago. I am hopeful that in the next fifty years, under the leadership of new management team, AP Oil Group will continue to thrive and achieve greater heights with more success.

My best wishes!

**Dr Ho Leng Woon**  
Chairman

# CHAIRMAN'S MESSAGE

## 主席献词

尊敬的各位股东、商业伙伴、同事、朋友们、

环球石油诞生于 1975 年 12 月 24 日，2025 年我们庆祝 50 周年金禧。

环球从一家小贸易经销商，1981 年进军制造业，设立了我国新加坡人拥有的第一家润滑油调配工厂。市场国际化的成功，把我们自己建立的品牌（Apoil, SINO）推向区域，亚太，全球。

目前集团在新加坡有四间工厂，越南和中国各一间，在孟加拉有两家特许经营工厂，这八间工厂制造及销售我们全系列产品。

我们的顾客来自世界二十多个国家，包括美国、日本、瑞士、希腊、澳洲、中国及亚细安。世界最大的制纸厂 (APP) 的专用油采用我们的 SINO 产品 30 年。

在风风雨雨的 50 年成长过程中，我们衷心感激政府机构、银行、供应商、股东、客户的大力支持与合作，以及员工们的辛勤努力。因为有你们才有今天的环球石油。

首先要感谢支持我们 47 年的新展银行和提供技术合作 45 年的添加剂厂商 Afton，新加坡企业发展局（ESG，前身为 TDB）在我们开扩海外市场，国际化，特许经营以及品牌转型和生产自动化等过程给公司的扶持与资助。

在庆祝 50 周年的晚宴上我们也代表性地颁发感谢纪念奖品给一位 50 年的本地老客户以及两个海外 30 年以上的代理商和服务超过二十年的同事。

回顾走过的 50 年心路历程，孔子说「三十而立，四十不惑，五十知天命」。公司 2001 年（第 26 年）挂牌上市，算是「立业」，50 岁了，算是知「天命」。

论规模，环球石油只是一家中型公司。我们遵循「勤、诚、忠、和」的企业文化，努力把集团建成一个优良的好企业。

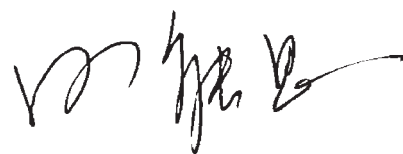
50 年的历史，49 年盈利。母公司和海外子公司都坚持守法缴税的原则，新加坡关税局曾颁给我们关税之友奖牌（friend of customs）。公司在上市前和上市后，每年给股东发的股息都远高银行存款利息。

集团遵循 ESG，积极保护环境，推行可持续发展，照顾员工福利提供舒适良好的工作环境。环球西贡 (AP Saigon) 曾被评为越南全国 100 家最适宜工作场所 (Best workplace)。

我本人和集团数十年如一日参与公益和慈善活动。新加坡政府驻海外的领事馆多次为我们推荐客户。我们为公司在国内外树立的诚信和良好声誉感到骄傲。

母公司在十年前已经完成传承接棒工作，我衷心希望接下来的五十年，在接班人及他的团队的领导下让集团再创辉煌！

谢谢各位！祝福大家！



何能恩博士  
集团主席

# CEO'S MESSAGE

## 执行总裁献词



Dear Shareholders,

The biggest impact to the global economy in FY2025 was the sudden imposition of tariffs. Asia in which the Group operates in saw some of the stiffest tariffs levied. As governments bickered and bargained over unilateral and retaliatory tariffs, the uncertainty created tested the resilience of economies, institutions and companies alike.

It is against this backdrop, that the Group managed to record a modest increase in our revenue, however a narrower gross margin reflected the headwinds in our macro operating environment. Across all 3 of our major business units, demand for our products and services remained relatively flat, but customers drove a harder bargain.

Without dwelling too much on FY2025, I would like to address what looms in FY2026. At the time of writing, the conflict in the Middle East is barely a week old and already its' effects can be felt sharply in Asia.

Over the past decades, we have seen armed conflicts disrupt oil supply and prices. But this time may well be different. The effect in Asia will be broad based and far-reaching. The crux lies in how long the Strait of Hormuz will remain closed to traffic.

Asian refineries are fed by crude oil, a large proportion of which comes through the Strait of Hormuz. With this supply suddenly cut off, Asian refineries will have to cut their output to preserve whatever strategic stockpile of crude oil they have while they source for alternative supplies of crude. Alternative sources outside of Asia and the Middle East will take another 30-40 days to sail to this region even if one could promptly locate a tanker and load immediately. Meanwhile, the production cuts will create shortages from fuel, to naphtha and plastics.

We are dependent on Asian refineries for our raw materials. All have issued price increases and some have declared Force Majeure on supply. We have thus far been very fortunate to count on the goodwill and strength of relationship with our long-standing partners in the industry to secure supply for the next couple of months. Their continued support for the rest of the year will be crucial in helping us mitigate the effects of this situation.

While the macro environment may seem daunting, the Group's prudent and careful management of our balance sheet and of our business models gives us confidence to be able to take hard knocks. This year we will continue with our plans of succession at our 2 major operating subsidiaries GB Chemicals and AIM Chemical Industries. And at AIM, we push forward with our investment into the renewal of their JTC lease. The tough times are just another day in the office. We forge on.

On behalf of the Board of Directors, Management and Staff of the AP Oil Group, I would like to thank our shareholders, customers, partners, bankers and suppliers for your strong and steadfast support.

Thank you and I look forward to meeting our shareholders at our upcoming Annual General Meeting.

**Mr Ho Chee Hon**  
Group Chief Executive Officer

# CEO'S MESSAGE

## 执行总裁献词

尊敬的股东们，

2025财年，对全球经济影响最为显著的因素之一，是关税措施的突然实施。集团主要经营所在的亚洲地区亦成为受到关税冲击最为严重的区域之一。随著各国政府围绕单边关税及反制措施不断博弈与谈判，由此带来的不确定性对各国经济体、机构以及企业的韧性构成了严峻考验。

在这样的宏观背景下，集团仍实现了收入的小幅增长。然而，在整体经营环境承压的情况下，毛利率有所收窄。在集团三大核心业务板块中，我们的产品与服务需求整体保持相对稳定，但客户在价格和交易条件方面的议价力度明显增强。

在不过多回顾2025财年的情况下，我更希望将目光投向即将到来的2026财年。目前，中东地区的冲突爆发尚不足一周，但其影响已经在亚洲市场迅速显现。

在过去几十年中，我们曾多次见证武装冲突对石油供应和价格造成冲击。然而，这一次的情况或许有所不同，其对亚洲地区的影响可能更加广泛而深远。关键在于霍尔木兹海峡将对航运关闭多久。

亚洲炼油厂依赖原油供应，而其中相当大一部分原油需要通过霍尔木兹海峡运输。一旦这一通道突然中断，亚洲炼油厂将不得不削减产量，以保存现有的战略原油库存，同时寻找替代原油来源。即便能够迅速找到油轮并立即装载，来自亚洲和中东以外地区的替代原油也需要约30至40天的航行时间才能抵达本区域。在此期间，炼厂减产将导致从燃料、石脑油到塑料等多个领域出现供应短缺。

集团的生产原材料依赖亚洲炼油厂供应。目前，各大炼厂已陆续宣布上调价格，部分供应商甚至已对供应启动不可抗力条款。迄今为止，我们十分幸运能够依托与业内长期合作夥伴之间建立的深厚互信与稳固合作关系，在未来数月内确保原材料供应。他们在接下来一年的持续支持，将对我们缓解当前局势带来的影响至关重要。

尽管宏观环境充满挑战，集团在资产负债表管理及业务模式上的审慎与稳健，使我们有信心应对各种冲击。今年，我们将继续推进两家主要运营子公司—GB化工和A.I.M.化工的管理层接班计划。同时，在A.I.M.化工，我们也将继续推进其JTC租赁续期相关的投资安排。对我们而言，艰难时期只是日常经营的一部分，我们将继续坚定前行。

我谨代表AP Oil集团董事会、管理层及全体员工，向各位股东、客户、合作夥伴、银行及供应商长期以来给予我们的坚定支持表示衷心感谢。

谢谢大家，并期待在即将召开的年度股东大会上与各位股东见面。



何其泓  
集团执行总裁



# BOARD OF DIRECTORS

## 董事部



**DR HO LENG WOON**  
CHAIRMAN

**何能恩 博士**  
主席

Dr Ho had been Chairman and Managing Director since 1983. He handed over the CEO portfolio to Mr Ho Chee Hon in May 2015 and remains Executive Chairman of the Group. Apart from masterminding the Group's corporate policy, enterprise direction and strategy, he also oversees R&D in lubricant sector. Dr Ho is also Chairman of AP Saigon Petro JSC, AP Oil Shanghai and AP Oil (Chongqing).

He holds a B. A. (Hons 1st Class) degree from Nanyang University, a PhD degree from the University of Hull, England and a diploma in Management Studies from Graduate School of Business, University of Chicago. Before joining the Company in August 1981, as a scholar, he was bonded to serve Singapore Government in the Public Utilities Board for 5 years and left as a Senior Hydrologist.

As an active participant in community services and charitable activities for more than four decades. Dr Ho had been on the management boards of Anglican High School, The Chinese High School, Hwa Chong Institution and Hwa Chong International School. He has also served as President of St John Brigade (Zone 2), Honorary Chairman of Sian Chay Medical Institution, Honorary Consul of the Republic of Djibouti in Singapore, Founding Chairman of Asian Lubricants Industry Association (ALIA).

何博士自 1983 年起一直担任主席兼董事总经理，2015 年 5 月将总裁职位交棒给何其泓先生，现为集团执行主席。何博士除了主导集团的政策方针，企业大计划外，也监管润滑油业务的研发工作。他也是越南的环球西贡石油联合股份公司、星环润滑油（上海）以及新环润滑油（重庆）的董事长。

他持有南洋大学文学学士（甲等荣誉）学位，英国赫尔大学博士学位以及芝加哥大学商科研究院管理文凭。1981 年 8 月加入公司前，作为政府奖学金得主，他曾在公共事业局服务 5 年多，离任时为高级水文专家。

何博士过去 40 多年踊跃参与公共及社区服务，历任圣公会中学、华侨中学、华中初级学院及华中国际学校等管委会董事。他也曾任圣约翰救护队第 2 区的主席，慈善机构善济医社的董事和名誉主席（现任），吉布提共和国驻新加坡荣誉领事及亚洲润滑油行业协会创会主席。



**MDM LAU WOON CHAN**  
DIRECTOR

**刘焕珍 女士**  
执行董事

Mdm Lau is one of the founders of the Company (formerly known as Huan Chew Oil Trading Pte Ltd, established in 1975 and public listed in 2001). She is responsible for financial management and assists the Chairman in exploring and evaluating new business opportunities and shaping the Group's policy and strategy. She is a director of the Group's major subsidiaries namely, AP Oil Pte Ltd, A.I.M. Chemical Industries Pte Ltd, GB Chemicals Pte Ltd, etc. Mdm Lau graduated from Nanyang University with a Bachelor of Arts Degree. Before joining the Company, she worked in private firms and Banque IndoSuez (Singapore).

刘女士是集团前身 1975 年成立的环球石油（Huan Chew Oil）贸易私人有限公司创办人之一。集团在 2001 年上市（公司中文名照旧但英文名改为 AP Oil），她继续督导财务管理，也协助主席探索及评估新商机及拟定集团政策及策略。

她也是多家集团主要子公司：环球石油私人有限公司、A.I.M. 化工有限公司、GB 化工有限公司的董事。刘女士毕业于南洋大学，获得文学学士学位。加入公司前，她曾在一家民营公司工作，也曾在法国东方汇理银行（新加坡分行）任职。

# BOARD OF DIRECTORS

## 董事部



**MR HO CHEE HON**  
DIRECTOR  
Group CEO  
Member, Audit Committee  
Member, Nominating Committee  
Member, Remuneration Committee

**何其泓 先生**  
执行董事  
集团执行总裁  
审核委员会成员  
提名委员会成员  
薪酬委员会成员

Mr Ho, joined the Group in 2005, was appointed to the Board in July 2009. He was promoted to Group Deputy CEO in September 2012 and Group CEO in May 2015. His responsibilities, apart from working with the Chairman in overall corporate direction, business policy and strategic planning, include overseeing day-to-day operation of the lubricants business.

Mr Ho is a director of the Group's subsidiaries and associated companies, namely AP Oil Pte Ltd, A.I.M. Chemical Industries Pte Ltd, GB Chemicals Pte Ltd, Alpha Pacific Petroleum (S), AP (Vietnam) Holding, AP Saigon Petro JSC, AP Oil Shanghai, AP Oil (Chongqing), and Chongqing Zongshen Financial Leasing Company Limited.

Before joining the Group, Mr Ho, a Bachelor of Laws (Honors) graduate from National University of Singapore and a Master of Laws (Taxation) from Washington University in St. Louis, USA, practised as a lawyer with Messrs Rodyk & Davidson.

何先生于 2005 年加入集团并在 2009 年 7 月受委任为董事。2012 年 9 月晋升为集团副总裁，并于 2015 年 5 月接任集团总裁一职。他除了协助主席规划整体发展方向、企业策划以及策略计划外，也专职负责督导日常润滑油的业务营运。

何先生也是集团子公司与联营企业的董事，包括环球石油私人有限公司、A.I.M. 化工、GB 化工、Alpha Pacific Petroleum(S)、AP（越南）控股、环球西贡石油、上海星环润滑油、新环润滑油（重庆）及重庆宗申融资租赁有限公司。

他拥有新加坡国立大学法学（荣誉）学士学位和美国圣路易斯华盛顿大学法学（税务）硕士学位，加入集团之前是本地著名的瑞德律师事务所的律师。



**MR CHANG KWOK WAH**  
DIRECTOR

**曾觉华 先生**  
执行董事

Mr Chang was appointed to the Board in 2004. He is Managing Director of the Group's subsidiary, A.I.M. Chemical Industries Pte Ltd. He plays a leading role in business development, sales, finance, production, and general administration for the subsidiary.

He holds a Masters Degree in Business Administration (MBA) from Brunel University, U.K. and is an Associate Member of Chartered Secretaries, Australia.

曾先生于 2004 年被指任为环球石油的董事。他是集团全资子公司 A.I.M. 化工有限公司的董事总经理。子公司的业务发展、销售、财务、生产及行政等都由他领导。

曾先生拥有英国布鲁耐尔大学的工商管理学硕士学位。他也是澳大利亚特许秘书协会的会员。

# BOARD OF DIRECTORS

## 董事部



**MR MAH HOW SOON**  
INDEPENDENT DIRECTOR  
Chairman, Audit Committee  
Member, Nominating Committee  
Member, Remuneration Committee

### 马浩顺 先生

独立董事  
审核委员会主席  
提名委员会成员  
薪酬委员会成员

Mr Mah was appointed as an Independent Director on 4 January 2021. He is currently the Managing Director of RHT Capital Pte. Ltd. He has had many years of transactional and management experience in corporate finance projects with several financial institutions and boutique advisory firms. He has played a key role in advising companies from many industries and countries on a wide range of transactions relating to equity capital markets, and mergers and acquisitions.

He is currently an Independent Director of Clearbridge Health Limited and Broadrick Capital Pte Ltd. His past directorships include Katrina Group Ltd. and 800 Super Holdings Limited.

Mr Mah graduated with a Bachelor of Accountancy with honours from Nanyang Business School, and a Master of Business Administration from The University of Chicago Booth School of Business. He is a Chartered Accountant (Singapore) and a Chartered Financial Analyst.

马先生于 2021 年 1 月 4 日被指任为独立董事。他目前是瑞信德资本有限公司的董事总经理。他曾在多家金融机构和精品咨询公司任职，并在企业金融项目中拥有多年的交易和管理经验。他在为许多行业和国家的企业提供与股权资本市场以及并购相关的咨询服务中发挥了关键作用。

他目前是明策集团和 Broadrick Capital Pte Ltd 的独立董事。他过去的董事职位包括 Katrina Group Ltd. 和 八百控股有限公司。

马先生毕业于南洋商学院，获得会计学学士（荣誉）学位，并于芝加哥大学布斯商学院获得了工商管理硕士学位。他是一名特许会计师（新加坡）和一名特许财务分析师。



**MR WAN KUM THO**  
INDEPENDENT DIRECTOR  
Member, Audit Committee  
Chairman, Nominating Committee  
Chairman, Remuneration Committee

### 尹金涛 先生

独立董事  
审核委员会成员  
提名委员会主席  
薪酬委员会主席

Mr Wan was appointed as an Independent Director on 4 January 2021. He has extensive experience in the venture capital and private equity investment industry.

Currently, an Independent Director of Info-Tech Systems Ltd, Tat Hong Equipment Service Co. Ltd and Nanofilm Technologies International Limited, he is also an Adjunct Associate Professor at the School of Business at National University of Singapore. He graduated from National University of Singapore with Bachelor of Business Administration (Honours).

尹先生于 2021 年 1 月 4 日被指任为独立董事。在风险投资和私募股权投资行业方面拥有丰富经验。

他目前也是 Info-Tech Systems Ltd, Tat Hong Equipment Service Co., Ltd 和 Nanofilm Technologies International Limited 的独立董事。他也担任新加坡国立大学商学院的兼职副教授。他毕业于新加坡国立大学，获得工商管理学士（荣誉）学位。

# KEY EXECUTIVES

## 主管简介



**MR CHANG KWOK WAH**  
MANAGING DIRECTOR  
A.I.M. Chemical Industries Pte Ltd

**曾觉华 先生**

董事总经理

A.I.M. 化工有限公司

A.I.M. Chemical Industries Pte Ltd was established in 1976. Mr Chang joined in 1983 and appointed as Managing Director since 1992. In 2001, A.I.M. Chemical became the Group's wholly-owned subsidiary. Mr Chang has continued to serve as Managing Director taking leadership role in business development, sales, finance, production, and general administration for the subsidiary.

He holds a Masters Degree in Business Administration from Brunel University, United Kingdom.

A.I.M. 化工有限公司成立于 1976 年。曾先生于 1983 年加入 A.I.M. 服务，1992 年升任该公司董事总经理。2001 年 A.I.M. 成为集团属下全资子公司，曾先生受聘继续担任董事总经理，负责该子公司的领导工作，包括业务发展、销售、财务、生产及行政等。

曾先生拥有英国布鲁耐尔大学的工商管理学硕士学位。



**MR ALPHONSUS CHUA**  
MANAGING DIRECTOR  
GB Chemicals Pte Ltd

**蔡福有 先生**

董事总经理

GB 化工有限公司

Mr Chua founded GB Chemicals in 1996. GB Chemicals was later acquired by the Group in 2004. He is responsible for the Company's overall management, planning and daily business activities. He also oversees the business development and key accounts.

Mr Chua has over 50 years of experience in the specialty chemical industry. He was previously the Regional Manager for Gibson Chemicals, an Australian public listed company for 10 years.

蔡先生于 1996 年创立 GB 化工有限公司。集团在 2004 年全面收购 GB 化工。蔡先生负责该公司的整体管理、规划及日常业务运作，也负责监督该公司的业务发展和管理主要账目。

蔡先生在化工业拥有逾 50 年的经验。他曾在一家澳大利亚上市公司 (Gibson 化工) 担任区域经理长达 10 年。



**MR EWE TUCK FOONG**  
CHIEF FINANCIAL OFFICER  
AP Oil International Limited

**尤德丰 先生**

财务总监

环球石油有限公司

Mr Ewe joined the Group as Chief Financial Officer in October 2024. He has oversight of financial and management reporting, internal controls, treasury, tax, regulatory compliance, investment projects, financial systems and corporate secretariat.

Mr Ewe previously held CFO positions in Clean Earth Technologies Ltd, a company seeking listing and listed companies in HPC Holdings Ltd and Wee Hur Holdings Ltd. He also held Financial Controller positions in various SMEs and MNCs. Mr Ewe currently is a CA(S) and a FCCA.

尤先生于 2024 年 10 月加入环球石油有限公司，担任公司的财务总监。他监督财务和管理报告，内部控制，财务，税务，合规，投资项目，金融系统和公司秘书处的职能。

在加入环球石油有限公司之前，尤先生曾在正在寻求上市的 Clean Earth Technologies，以及上市公司黄浦建设，伟合控股担任财务总监职务，他也在多家中小型企业和跨国公式担任财务总监职务。他是一名资深会计师。

# CORPORATE INFORMATION

## 集团资讯

### COMPANY SECRETARIES

Mr Ewe Tuck Foong, CA & FCCA  
Mr Chang Kwok Wah, MBA

### REGISTERED OFFICE

18 Pioneer Sector 1  
Singapore 628428  
Telephone (65) 6861 5503  
Facsimile (65) 6861 9162  
Email: enquiry@apoil.com.sg  
Website: www.apoil.com.sg

### REGISTRAR

Tricor Barbinder Share Registration Services  
9 Raffles Place, #26-01  
Republic Plaza Tower 1  
Singapore 048619

### AUDITORS

RSM SG Assurance LLP  
Public Accountants and Chartered Accountants  
8 Wilkie Road  
#03-08 Wilkie Edge  
Singapore 228095

### PRINCIPAL BANKERS

DBS Bank Limited  
12 Marina Boulevard  
DBS Central @ Marina Bay Financial Centre Tower 3  
Singapore 018982

Industrial and Commercial Bank of China Limited  
6 Raffles Quay  
#12-01,  
Singapore 048580



# REVIEW OF OPERATIONS

## 营运总结报告

In FY2025, the Group proudly commemorated its 50th anniversary, a landmark milestone in our corporate history. To honour this half-century of growth and community partnership, we made a donation of \$500,000 to Nanyang Technological University (NTU) in the final quarter of FY2024. This contribution specifically bolsters the university's Enhanced Financial Aid Scheme, ensuring that financially disadvantaged students have the resources to excel.

As we embark on our next half-century, the Group is committed to accelerating our growth trajectory and broadening our strategic footprint. We are not merely striving for incremental improvement; we are focused on achieving operational excellence and scaling our core businesses to capture emerging global opportunities.

### PERFORMANCE BY OPERATING SEGMENTS

#### MANUFACTURING

In FY2025, manufacturing segment represented 64% or \$36.1 million (FY2024: 70% or \$38.4 million) of the Group's revenue. Manufacturing segment comprises mainly blending of lubricating oils and specialty chemicals.

The Group operates four blending plants for its lubricating oil business with two (2) wholly-owned in Singapore and one joint venture each in Vietnam (AP Saigon Petro JSC) and in Chongqing, People's Republic of China (AP Oil Singapore (Chongqing) Ltd). The plants produce a wide range of lubricants for automotive, industrial and marine applications. The Group currently holds two (2) main brands for its lubricant business – "AP Oil" and "SIN-O".

Specialty chemicals are produced by two (2) of the Group wholly-owned subsidiaries that is A.I.M. Chemical Industries Pte Ltd and GB Chemicals Pte Ltd.

#### TRADING

Trading segment includes purchase and sale of manufacturing raw materials for lubricant and specialty chemicals which comprise mainly base oils, chemicals together with finished goods products purchased from third parties. Trading segment accounted for 36% or \$20.6 million (FY2024: 30% or \$16.3 million) of the Group's revenue for FY2025.

2025财年是集团发展历程中的重要里程碑，我们隆重迎来集团成立50周年。为纪念集团半世纪的发展历程及社区携手同行的成果，本集团于2024财年第四季度向南洋理工大学（NTU）一次性捐赠50万新元。该笔捐款将用于支持该校的“强化助学金计划”（Enhanced Financial Aid Scheme），以帮助经济条件有限的学生获得所需的教育资源，从而充分发挥其学术潜能。

展望未来，在迈向下一个五十年的新徵程，集团将持续推动业务增长并进一步拓展战略布局。我们不仅致力于稳步提升经营表现，更将通过持续优化运营效率、强化核心业务能力以及扩大业务规模，把握不断涌现的全球发展机遇，实现更高质量的发展。

### 各业务部门业绩结果

#### 制造

制造部在2025财年占集团总收入的64%，达3,610万新元相比前财年占集团总收入的70%和3,844万新元。这部分业务主要是润滑油与特种化学品的制造和销售。

集团现经营四家润滑油调配工厂，新加坡有两家全资工厂，在越南和中国各有一家合资的工厂。这四家工厂生产各类润滑油产品，主要提供车辆、工业以及船只使用。我们的润滑油产品多以“AP Oil”和“SIN-O”两大品牌营销各地。

在特种化学品业务方面，则由两家在新加坡的全资子公司——A.I.M 化工和 GB 化工负责生产和销售。

#### 贸易

贸易部主要涉及购买与销售用于生产润滑油与特种化学品所用的原材料，主要是基础油和化学品。这部分的销售额在2025财年为2,065万新元，占集团收入的36%相比2024财年则为1,628万新元占集团收入的30%。

# REVIEW OF OPERATIONS

## 营运总结报告

### PERFORMANCE BY GEOGRAPHICAL MARKET

AP Oil Group exports a full range of lubricants and specialty chemicals to customers from more than 20 countries. Main markets in FY2025 were Singapore, countries in South East Asia, Middle East, East Asia and Indian Subcontinent.

Singapore was the Group's largest market, recording 59% (FY2024: 63%) of the Group's revenue for FY2025. Sales from Singapore decreased by \$1.1 million from \$34.4 million to \$33.3 million mainly as a result from lower manufactured lubricants sales.

South East Asia (excluding Singapore) was the second largest market contributing 16% or \$9.0 million (FY2024: 13% or \$7.1 million) to the Group's revenue in FY2025. This was followed by Middle East with 12% or \$6.8 million (FY2024: 10% or \$5.3 million) to the Group's revenue in FY2025.

East Asia and Indian Subcontinent accounted for 6% or \$3.6 million (FY2024: 8% or \$4.4 million) and 6% or \$3.2 million (FY2024: 4% or \$2.0 million) respectively in FY2025. Other markets made up the balance of 1% or \$0.8 million (FY2024: 2% or \$1.5 million).

### 各地区市场表现

集团向世界各地出口各类润滑油和特种化学品，我们的客户来自超过20个国家。在2025财年，集团的主要市场为新加坡、东南亚、中东、东亚和印度次大陆。

新加坡仍然是集团的最大市场，占为2025财年总收入的59%。2025财年的销售额下滑了1,060万新元达3,335万新元，相比2024财年则为3,441万新元占集团总收入的63%。销售额下滑的原因主要来自润滑油销售额下滑。

集团第二大市场为东南亚（新加坡除外），在2025财年的销售额为901万新元，占集团收入的16%相比2024财年则为706万新元占集团收入的13%。第三大市场则是中东，在2025财年的销售额为681万新元，占集团收入的12%相比2024财年则为532万新元占集团收入的10%。

东亚市场在2025财年的销售额总计为363万新元，占集团收入的6%相比2024财年则为438万新元占集团收入的8%。印度次大陆市场2025财年的销售额总计为318万新元，占集团收入的6%相比2024财年则为201万新元占集团收入的4%。其它市场在2025财年销售额为79万新元，只占集团收入的1%相比2024财年则为154万新元占集团收入的2%。



# CORPORATE GOVERNANCE REPORT

## 企业监管声名

The Board of Directors (the "Board") and its management set high standards of corporate governance within the Company and its subsidiaries (collectively, the "Group"), and are committed to ensure that effective self-regulatory corporate practices exist to protect the interests of its shareholders and maximise long-term shareholder value.

The Group recognises that good governance processes are essential for enhancing corporate sustainability. This report describes the Group's corporate governance structures and practices that were in place throughout the financial year ended 31 December 2025 ("FY2025").

The Board is pleased to confirm that for FY2025, the Group has adhered to the principles and provision as set out in the Code of Corporate Governance 2018 ("Code 2018"). Where there are deviations from the Code 2018, appropriate explanation is provided.

### A. 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.**

Directors are fiduciaries who act objectively in the best interests of the Company and hold management accountable for performance. The Board puts in place a code of conduct and ethics, sets appropriate tone from the top, and desired organisation culture, and ensures proper accountability within the Company. Directors are required to disclose any conflict or potential conflict of interest, whether direct or indirect, in relation to a transaction or proposed transaction with the Group as soon as is practicable after the relevant facts have come to his/her knowledge. Directors facing conflicts of interest voluntarily recuse themselves from discussion and decisions involving the issue of conflict.

The Company is headed by an effective Board, comprising individuals with experienced and diversified background and collectively leads and works with management to achieve long-term success of the Company and management remains accountable to the Board.

Directors understand the Company's business as well as their directorship duties. The Board decides on matters that require its approval and clearly communicates this to management in writing. The matters that require Board approval are as follows:

- Strategies and objectives of the Group;
- Overseeing the processes for evaluating the adequacy of internal controls, risk management, financial reporting and compliance;
- Announcement of half year and full year results, and release of annual reports;
- Issuance of securities;
- Declaration of interim dividend and proposed final dividend;

# CORPORATE GOVERNANCE REPORT

## 企业监管声名

- Convening of shareholders' meetings;
- Considering sustainability issues such as environmental and social factors as part of its strategic formulation;
- Material acquisition, investment, divestment or capital expenditure; and
- Corporate or financial restructuring.

The Board will review these matters on a periodic basis to ensure their relevance to the operations of the Group.

The principal function of the Board is to protect and enhance long-term value and returns for its shareholders. Besides carrying out its statutory responsibilities, the Board's role is to:

- a) provide leadership, set aims, policies, strategies and ensure resources are in place to achieve the objectives of the Company;
- b) establish a framework of prudent and effective controls which enables risks to be assessed and managed, including safeguarding of shareholders' interests and the Company's assets;
- c) review management performance, funding requirements, expansion programs, capital investment and major acquisitions and divestments proposals;
- d) identify the key stakeholder groups and recognise that their perceptions affect the Company's reputation;
- e) set the Company's values and standards (including ethical standards), and ensure that obligations to shareholders and other stakeholders are understood and met;
- f) consider sustainability issues, e.g. environmental and social factors, as part of its strategic formulation; and
- g) assume responsibility for corporate governance.

All Directors are required to objectively discharge their duties and responsibilities at all times as fiduciaries and take decisions in the interests of the Company. To assist in the execution of its responsibilities, the Board has delegated some responsibilities to specific committees namely, the Nominating Committee ("NC"), the Remuneration Committee ("RC") and the Audit Committee ("AC"). The Board Committees operate under clearly defined terms of reference setting out their composition, authorities and duties, including reporting back to the Board. All the Board Committees are actively engaged and play an important role in ensuring good corporate governance in the Company. The Board Committees report their activities regularly to the Board and minutes of the Board Committee meetings are also regularly provided to the Board. The effectiveness of each Board Committee is also constantly monitored to ensure their continued relevance. The Board acknowledges that while these Board Committees have the authority to deal with certain issues and present their findings and decisions to the Board, the ultimate responsibility for these decisions lies with the Board. The key terms of reference and composition of each Board Committee can be found in this report.

# CORPORATE GOVERNANCE REPORT

## 企业监管声名

A schedule of Board and board committee meetings to be held for the calendar year is provided to the Directors. The Board meets at least two (2) times a year. In addition to the scheduled meetings, ad-hoc board briefings, conference calls and physical meetings are held as warranted by particular circumstance or as deemed appropriate by the Board members. To ensure maximum Board participation, the Company's Constitution permits meetings of the Directors to be conducted by telephone or other methods of simultaneous communication by electronic means. When a physical Board meeting is not possible, timely communication with members of the Board can be achieved through electronic means or via circulation of written resolutions for approval by the relevant members of the Board or board committees.

The attendance of the Directors at meetings of the Board, board committees and Annual General Meeting ("AGM"), as well as the frequency of such meetings held during FY2025 are as follows:

Name of Director	Board		Audit Committee		Nominating Committee		Remuneration Committee		Annual General Meeting	
	No. of meetings	Attendance	No. of meetings	Attendance	No. of meetings	Attendance	No. of meetings	Attendance	No. of meetings	Attendance
Dr Ho Leng Woon	2	2	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	1	1
Mdm Lau Woon Chan	2	2	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	1	1
Mr Ho Chee Hon	2	2	2	2	2	2	2	2	1	1
Mr Chang Kwok Wah	2	2	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	1	1
Mr Mah How Soon (Ma Haoshun)	2	2	2	2	2	2	2	2	1	1
Mr Wan Kum Tho	2	2	2	2	2	2	2	2	1	1

Newly appointed directors undergo an orientation session, which include presentation by management to familiarise them on the Group's businesses, operations and strategic directions. The new director will also have the opportunity to visit the Group's operational facilities. The orientation program gives the new director an understanding of the Group's businesses to assimilate into his/her new role. The Company will also provide a formal letter setting out the duties and obligations of a Director.

Directors are provided with continuous briefing and update in areas such as changes in company law, changes in SGX listing rules, corporate governance practices and changes in financial reporting standards, so as to enable them to make well-informed decisions. The details of update, briefing and training program attended by the Directors in FY2025 are as follows:

- the external auditors, RSM SG Assurance LLP, briefed the AC and the Board on the developments in financial reporting and governance standards; and
- the Chief Executive Officer ("CEO") updated the AC and the Board on business and strategic developments pertaining to the Group's businesses.

# CORPORATE GOVERNANCE REPORT

## 企业监管声名

Directors are provided with opportunities to develop and maintain their skill and knowledge at the Company's expense. The details of training program attended by the Directors in FY2025 are as follows:

Director	Training Attended	Date
Dr Ho Leng Woon	NIL	
Mdm Lau Woon Chan	NIL	
Mr Ho Chee Hon	NIL	
Mr Chang Kwok Wah	NIL	
Mr Mah How Soon (Ma Haoshun)	ESG Workshop – Sustainability Report Training	6 January 2025
	Singapore Budget Symposium	19 March 2025
	Empowering Creators – Financing the Future of the Creator Economy	28 April 2025
	Mastering Generative Artificial Intelligence (Gen AI) Tools to Boost Workplace Efficiency	10 September 2025
	Think Big Leadership Business Series 2025	22 October 2025
	Anti-money Laundering - Asia Pacific	17 November 2025
	Anti-Bribery and Anti-Corruption (Asia Pacific)	18 November 2025
	Code of Conduct for Singapore Wholesale Financial Markets	19 November 2025
	Compliance Induction	19 November 2025
	Conflicts of Interests for Financial Services	19 November 2025
Information Security and Cyber Risk Awareness (Global)	19 November 2025	

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Mr Wan Kum Tho	Audit & Risk Committee Seminar	22 January 2025
	Antler AI Summit	22 January 2025
	Cyber Crisis: Are You Prepared?	23 January 2025
	CTP10 – Unlocking Value with Advisory Boards	12 February 2025
	Leveraging AI for Business Success: Identifying and Managing Potential Risks	18 February 2025
	Cyber Resilience Training for Board Directors	14 April 2025
	CTP1 – Navigating D&O Insurance: Essential Protection for Directors and Executives	22 April 2025
	Asking Better Questions – Launch of Guide for Directors – TNFD	5 May 2025
	Singapore Corporate Innovation Summit	8 May 2025
	CTP8 – Transatlantic Divide on ESG: Approaches and Implications	27 May 2025
	CTP16 – Sentinel or Sleuth: Directors’ Duties Amid Corporate Fraud	14 July 2025
	Building an Agile Startup Board: Balancing Governance and Growth	29 August 2025
	Nominating and Remuneration Committee Seminar 2025	3 September 2025

All Directors are required to declare their board representations. The Board is of the view that the effectiveness of each Director is best assessed by a qualitative assessment of the Director’s contribution and his/her ability to devote sufficient time and attention to the Company’s affairs. When a Director has multiple board representation, the NC will consider whether the Director is able to adequately discharge his/her duties as a Director of the Company, taking into consideration the Director’s number of listed company board representations and other principal commitments. Acknowledging that a Director’s ability to commit time to the Group’s affairs is essential, the Board has set an internal limit on the maximum number of listed company board representations which any Director may hold. The Board agrees that there should be no more than four (4) directorships for a Director with full-time employment and six (6) directorships for a Director with no full-time employment.

The Company makes available to all Directors its management accounts, cash flow projections, annual budget and other financial information. Directors are also informed on a regular basis as and when there are any significant developments or events relating to the Group’s business operations. As a general rule, board papers are prepared and circulated to each Director in advance of each meeting. This is to give Directors sufficient time to review and consider the matters to be discussed so that discussions can be more meaningful.

Management provides Directors with complete, adequate and timely information prior to meetings, and on an ongoing basis to enable them to make informed decisions and discharge their duties and responsibilities.

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Directors have separate and independent access to management, the company secretary, and external advisors where concurred by the Chairman at the company's expense. The appointment and removal of the company secretary is a decision of the Board as a whole.

### 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.**

The Company endeavors to maintain a strong and independent element on the Board. As at the date of this report, two (2) out of the six (6) Board members are Independent Directors. The Board comprises the following members:

#### Executive Directors

Dr Ho Leng Woon (Chairman)  
Mdm Lau Woon Chan  
Mr Ho Chee Hon (Chief Executive Officer)  
Mr Chang Kwok Wah

#### Non-Executive Directors

Mr Mah How Soon (Ma Haoshun) (Independent)  
Mr Wan Kum Tho (Independent)

While the Chairman and the CEO are immediate family members, the Board is of the opinion that based on the Group's current size and operations, and the core competencies and experience of its members, it is not necessary to have Independent Directors make up a majority of the Board.

The Board has examined its composition, taking into account, *inter alia*, the Board Diversity Policy implemented by the Company, and is of the view that the two (2) Independent Directors are appropriate for effective decision-making. All the Board Committees, listed in Principle 1, are chaired by an Independent Director, with the Independent Directors forming the majority in these committees. Decisions made at these Board Committees' meetings are by majority consensus. The Independent Directors evaluate the proposals submitted by management and provide guidance on relevant aspects of the Group's business; including a majority requirement in the final decision-making process.

To strengthen the independence of the Board, Mr Mah How Soon (Ma Haoshun) was appointed as the Lead Independent Director. He is the principal liaison in the event that any issues arise between the Independent Directors and the Executive Directors. He is available to address the concerns of shareholders, employees or other persons in the event that interaction with the Chairman and CEO fail to satisfactorily resolve their concerns or where such channel of communications is considered inappropriate.

The NC assesses on an annual basis whether or not a Director is independent, taking into account the Code 2018 definition of an "independent" director and guidance on relationships, the existence of which would deem a director not to be independent.

In line with the guidance in the Code 2018, including the amendment of Provision 2.1 on 11 January 2023, the Board views an independent director as one who is independent in conduct, character and judgement, and has no relationship with the Company, its related corporation, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere with the exercise of the director's independent judgement in the best interest of the Company.

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Each Independent Director is required to complete a Director's Independence Form annually to confirm his independence. For FY2025, the NC carried out a review on the independence of each Independent Director based on the foregoing consideration, the respective Director's Independence Form and their actual performance on the Board and Committees. Having carried out their review, the Board and the NC are satisfied that the two (2) Directors, who are non-executive, are independent.

The Board recognises that the Independent Directors may over time develop significant insights in the Group's businesses and operations, and continue to provide noteworthy and valuable contribution to the Board. The independence of the Independent Directors must be based on the substance of their professionalism, integrity, objectivity and not on the number of years which they have served on the Board.

There is no Independent Director who has served on the Board beyond nine (9) years from the date of his first appointment.

The Independent Directors do not exercise management function in the Group.

The Independent Directors meet for discussions as and when required, without the presence of management or the Executive Directors to review any matters that must be raised privately and provide feedback to the Board as appropriate.

Management regularly puts up proposals or reports for the Board's approval, where appropriate for instance, proposals relating to specific proposed transactions or general business direction or strategy of the Group. Independent Directors evaluate the proposals made by management, and where appropriate provide guidance to management on relevant aspects of the Group's business. In addition, Independent Directors meet, at least once a year, in the meetings with the external auditors and internal auditors and on such other occasions as may be required.

The Board is of the opinion that its size of six (6) Board members is both effective and efficient. The Board's structure, size and composition is reviewed annually by the NC who is of the view that the current size of the Board is appropriate, taking into account the nature and scope of the Group's operations, to facilitate effective decision making. Details of the Board members' qualifications and experience are presented in pages 10 to 12 of this Annual Report.

Having considered the areas of specialisation and expertise of each Director, the NC is satisfied that the Board has an appropriate mix of expertise, knowledge, experience, education background, gender and age, and collectively possesses a range of competencies in finance, accounting, inorganic growth experience, risk assessment and management, audit and internal controls, financial markets and the requisite industry knowledge to lead the Company effectively, avoid groupthink and foster constructive debate. The Company considers that the Board's composition of Independent Directors provides effective contribution to the Board with a mix of knowledge and business contacts, including a broad in-depth business and commercial experience. This balance is particularly important to ensure that the strategies proposed by management are fully examined and take into account the long-term interests of the Company.

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The Company has adopted a Board Diversity Policy which sets out its policy and framework for promoting diversity on the Board, to enhance its decision-making capability and be more effective in dealing with strategic change, to avoid groupthink and foster constructive debate. The Board Diversity Policy recognises that a well-balanced, diverse and inclusive Board is necessary in bringing fresh perspectives and providing constructive challenges to management. The Board Diversity Policy provides for the NC to consider the diversity of factors such as skills, knowledge, professional experience, educational background, gender and age. The skills considered include finance, accounting, inorganic growth experience, risk assessment and management, audit and internal controls, industry knowledge, financial markets etc. The NC will review these factors from time to time and the Board may set specific targets and timelines to achieve a diversity of skills, experience and values necessary to support the Company's long-term strategic objectives, to future proof the Company's business against disruption and meet the pressing challenges of the day.

The current Board composition reflects the Company's commitment to Board diversity. The current Board comprises members with strong professional knowledge, business skillsets and broad experience suitable for the long-term interests of the Company. In terms of gender, one (1) out of six (6) Directors is female. The Board will continue to review the diversity of the Board on a year-to-year basis to ensure that the skillset present on the Board is suitable to the needs of the Company.

The NC will take the principles of the diversity policy into consideration when determining the optimal composition of the Board, and when recommending any proposed changes to the Board. On the recommendation of the NC, the Board may set measurable objectives and specific diversity targets, with a view to achieving an optimal Board composition, and these objectives and specific diversity targets may be reviewed by the NC from time to time to ensure their appropriateness. The Board remains committed to implementing its Board diversity policy and any further progress made towards the implementation of such policy will be disclosed in future Corporate Governance reports, as appropriate.

### Chairman and Chief Executive Officer

**Principle 3: There is a clear division of responsibilities between the leadership of the Board and management, and no one individual has unfettered powers of decision-making.**

The Chairman and CEO of the Company are separate individuals but are however, immediate family members. The CEO of the Company, Mr Ho Chee Hon ("Mr Ho"), is the son of Dr Ho Leng Woon ("Dr Ho"), Chairman of the Company.

All major proposals and decisions are discussed and reviewed by the Board. The Chairman and CEO's performance and appointment to the Board is reviewed by the NC and their remuneration packages are reviewed by the RC. The AC, NC and RC consist of a majority of Independent Directors. The Board believes that there are sufficient strong and independent elements and safeguards in place against an uneven concentration of power and authority.

The Board sets out the division of responsibilities between the Chairman and the CEO.

The roles of the Chairman and CEO are separate and their responsibilities are clearly defined to ensure a balance of power and authority within the Company.

The CEO has full executive responsibilities of the overall business and operational decisions of the Company.

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As Chairman of the Board, Dr Ho is responsible for leading the Board. The Chairman's duties and responsibilities include:

- a) leading the Board to ensure it is effective in its role;
- b) setting direction and agenda for the Company to enable the Board to perform its duties responsibly;
- c) ensuring the proper conduct of meetings and accurate documentation of the proceedings;
- d) ensuring the smooth and timely flow of information between the Board and management;
- e) ensuring compliance with internal policies and guidelines of the Company and high standards of corporate governance;
- f) ensuring effective communication with shareholders through investors' relationship channels and timely announcements of Company's development; and
- g) encouraging constructive relations between the Board and management as well as between all directors.

The Board has a Lead Independent Director to provide leadership in situations where the Chairman is conflicted. The Lead Independent Director is available to shareholders where they have concerns. There were no query or request on any matters which requires the Lead Independent Director's attention in FY2025.

The Board is satisfied that a clear division of responsibilities between the leadership of the Board and the executives responsible for managing the Group's business and no one individual should have considerable concentration of power.

### 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.**

The NC is established for the purpose of ensuring that there is a formal and transparent process for all Board appointments. As at the date of this report, the NC comprises the following three (3) members, majority of whom, including the Chairman, are Independent Directors:-

Mr Wan Kum Tho (Chairman) (Independent Director)  
Mr Mah How Soon (Ma Haoshun) (Member) (Independent Director)  
Mr Ho Chee Hon (Member) (Executive Director)

The NC has adopted written terms of reference defining its membership, administration and duties that include:

- a) to make recommendations on all Board appointments, including development of a set of criteria for director appointments, which includes qualifications of director; ability to exercise sound business judgement, relevance to the Company and the industry and appropriate personal qualities;
- b) to re-nominate directors having regard to the director's contribution and performance (e.g. attendance, participation and critical assessment of issues deliberated upon by the Board) and/or replacement of the Chairman, the CEO and key management personnel;

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- c) to determine annually whether or not a director is independent;
- d) to decide how the Board's performance may be evaluated and propose objective performance criteria, such as return on equity, revenue and profit growth, as well as making comparison with industry peers to the Board;
- e) to review training and professional development programs for the Board and its directors; and
- f) to review the appointment of key management personnel, including the appointment criteria, which includes qualification, managerial competencies, proven track record, relevance to the Company and the industry and appropriate personal attributes.

The NC regards succession planning as an important part of corporate governance and has an internal process of succession planning for Directors and the CEO to ensure the progressive and orderly renewal of Board membership.

The NC is responsible for identifying candidates and reviewing all nominations for the appointment of new directors. The search and nomination process will be through search companies, contacts and recommendations. The NC will review and assess candidates before making recommendation to the Board. In recommending new directors to the Board, the NC takes into consideration the individual's qualification, skills, calibre and experience required to support the Group's business activities or strategies, the current composition and size of the Board, and strives to ensure that the Board has an appropriate balance of independent directors as well as directors with the right profile of expertise, skills, attributes and ability. The NC will seek to refresh the Board membership progressively and in an orderly manner, to avoid losing institutional memory.

The role of NC also includes the reviewing of the re-nomination of Directors who retire by rotation, taking into consideration the Director's integrity, independence, contribution and performance. The Constitution of the Company currently requires one-third of the Directors to retire and subject themselves to re-election by the shareholders in every annual general meeting. All Directors of the Company shall retire from office at least once every three (3) years. The Constitution of the Company also provides that a newly appointed director must retire and submit himself/herself for re-election at the next annual general meeting following his/her appointment. Thereafter, he/she is to be re-elected at least once every three (3) years. A Director who is due for retirement shall abstain from voting on any resolution for re-nomination as a Director.

Pursuant to the Company's Constitution and the Listing Rules, Mr Ho and Mr Chang Kwok Wah ("Mr Chang") will be seeking for re-election at the forthcoming Annual General Meeting ("AGM").

The NC is satisfied that the Directors retiring in accordance with the Company's Constitution and the Listing Rules, at the forthcoming AGM are qualified for re-appointment by virtue of their skills, experience and contribution to Board affairs. The NC has recommended and the Board has agreed for Mr Ho and Mr Chang to retire and seek for re-election at the forthcoming AGM.

The Board recognises the contribution of its Independent Directors who over time, have developed insight into the Group's businesses and operations and are therefore able to provide invaluable contributions to the Group. As such, the Board has decided not to set a fixed term of office for its Independent Directors. As at the date of this Annual Report, none of the Independent Directors have served on the Board for more than nine (9) years from the date of his first appointment.

The NC ensures that new directors are aware of their duties and obligations. For re-nomination and re-appointment of directors, the NC takes into consideration the competing time commitments faced by Directors and their ability to devote appropriate time and attention to the Group.

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As at the date of this Report, the Company does not have any alternate director.

Details of the Board members' directorship as at the date of this report, including the year of initial appointment and election are disclosed below:

Name of Director	Appointment	Date of Initial Appointment	Date of Last Re-election	Present Directorship/ Chairmanship in other Listed Companies	Previous Directorship/ Chairmanship in other Listed Companies (FY2023 to FY2025)
Dr Ho Leng Woon	Executive	2 January 1982	29 April 2025	–	–
Mdm Lau Woon Chan	Executive	7 March 1983	29 April 2025	–	–
Mr Ho Chee Hon	Executive	1 July 2009	27 April 2023	–	–
Mr Chang Kwok Wah	Executive	25 February 2004	27 April 2023	–	–
Mr Mah How Soon (Ma Haoshun)	Independent	4 January 2021	26 April 2024	<u>Listed Company</u> – Clearbridge Health Limited (Independent Director)	–
Mr Wan Kum Tho	Independent	4 January 2021	26 April 2024	<u>Listed Companies</u> – Tat Hong Equipment Service Co., Ltd (Independent Director) – Nanofilm Technologies International Limited (Independent Director) – Info-Tech Systems Ltd (Independent Director)	–

Apart from the foregoing, further information on each Director are set out on pages 10 to 12 of this Annual Report. In addition, information on shareholding held by each Director in the Company and its related corporations is found on page 48 of this 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.**

The NC has decided unanimously, that the Directors will not be evaluated individually, as each member of the Board contributes in different aspects to the success of the Group, and therefore, it would be more appropriate to assess the Board as a whole. Following its review, the NC is of the view that the Board and its Board Committees operate effectively and each Director has been adequately contributing to the overall effectiveness and objectives of the Board.

The NC has adopted a process for assessing the performance of the Board as a whole. The performance evaluation exercise includes qualitative and quantitative factors including board structure, conduct of meetings, corporate strategy and planning, risk management and internal control, degree of compliance with the code of corporate governance, transparency in terms of disclosures and communication with shareholders.

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The Board is of the opinion that the performance criteria should be geared toward evaluating the Board's performance in discharging its principal responsibilities, upholding high standards of corporate governance and strategic oversight of the Company's business rather than the specific performance of its share price and other financial indicators.

The NC will at the relevant time look into adopting guidelines for annual assessment of the contribution of each individual Director to the effectiveness of the Board and also the assessment of board committees. The Board has not engaged any external facilitator in conducting the assessment of the Board's performance. Where relevant, the NC will consider such engagement.

For FY2025, the following process was undertaken in relation to the evaluation of the performance of the Board as a whole:

a) Evaluation process

Each of the Directors has completed a Board Performance Evaluation Checklist, giving their individual assessment and evaluation of the Board's ability to meet the relevant criteria stated in the Board Performance Evaluation Checklist.

The results of such assessment and evaluation were collated by the corporate secretarial agent; and reviewed by the NC.

b) Determining directors' independence

Each Independent Director is required to complete a Director's Independence Form annually to confirm his independence. The form is drawn up based on the guideline provided in the Code 2018. The NC has reviewed and is satisfied with the independence of the Independent Directors as mentioned in Principle 2 above.

c) Commitments of directors sitting on multiple boards

The Board has set an internal limit on the maximum number of listed company board representations which any Director may hold. The Board agrees that there should be no more than four (4) directorships for a Director with full-time employment and six (6) directorships for a Director with no full-time employment, as mentioned in Principle 1 above. For FY2025, no Director had exceeded such limit.

## B. 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.**

The Board establishes the RC for the purpose of ensuring that there is a formal and transparent process for developing policy and fixing the remuneration packages of individual Directors. As at the date of this report, the RC comprises the following three (3) members, majority of whom, including the Chairman, are Independent Directors:–

Mr Wan Kum Tho (Chairman) (Independent Director)

Mr Mah How Soon (Ma Haoshun) (Member) (Independent Director)

Mr Ho Chee Hon (Member) (Executive Director)

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The Board recognises that the composition of the RC is not in accordance with the Code 2018 guidelines that RC should comprise of totally Independent Directors. However, the Board is of the view that the membership of Mr Ho is necessary to facilitate a more effective discussion on the remuneration packages of the Group's key executives. Apart from Mr Ho, the other two (2) members (including Chairman) are Independent Directors. The presence of a strong independent element ensures that no individual has unfettered powers of decision.

The RC has adopted written terms of reference defining its membership, administration and duties. The duties of the RC are as follows:

- a) to review and recommend to the Board in consultation with senior management a framework of remuneration for the Executive Directors, CEO and key management personnel; and
- b) to recommend to the Board, the Executive's and employees' share option schemes or any long-term incentive scheme.

The RC has full authority to engage any external professional advice on matters relating to remuneration as and when the need arises. The expense of such services will be borne by the Company. In FY2025, the Company engaged an independent remuneration consultant to assist the RC in reviewing the Executive Directors and the Group employees' remunerations against comparable benchmarks having due regard to prevailing market practices and conditions as well as the financial, commercial health and business needs of the Group. The Company does not have any relationship with the consultant that could affect the consultant's independence and objectivity.

The RC will also review the Company's obligations arising in the event of termination of the Executive Directors and key management personnel's contracts of service, to ensure that such contracts of service contain fair and reasonable termination clauses.

No Director shall participate in decisions relating to any remuneration, compensation or any form of benefits to be granted to him or her.

### 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.**

The Company has approved the remuneration framework for the Executive Directors and CEO on recommendation by the RC. The remuneration of the Executive Directors and CEO is structured to link rewards to corporate and individual performance, consists of a fixed component and a variable component that is performance related. The framework will cover basic salary, bonus and benefit-in-kind. In developing the framework, the RC has taken into consideration factors such as the Company's performance, economic conditions, market practices and the contribution to the Company.

The RC has adopted a framework to remunerate the Independent Directors based on their appointments, roles in respective committees and level of contribution, taking into account factors such as effort, time spent and responsibilities. The remuneration packages of the Independent Directors comprise a basic director retainer fee and additional fee for appointment to Board Committees. While the remuneration framework of the Executive Director is not subject to shareholders' approval, the Directors' fees for the Independent Directors is subject to the approval of shareholders at the annual general meeting.

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No Director is involved in deciding his/her own remuneration. Each of the RC members abstains from deliberation and voting in respect of his own remuneration.

The Company currently does not have any long-term scheme for the Executive Directors and key management personnel.

The RC has reviewed the level and structure of remuneration of key management personnel as appropriate and proportionate to the sustained performance and value creation of the Company, taking into account the strategic objectives of the Company.

### 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.**

Details of the remuneration of Directors and key management personnel for the year under review are reported below. During the year, there was no termination, retirement or post-employment benefits granted to any Director or key management personnel.

The Company had entered into separate service agreement with each of the Executive Directors on a fixed term. The agreements are renewable upon expiry with mutual consent of the parties.

Rule 1207(10D) of the Listing Rules requires the disclosure of the exact amounts, with breakdown of remuneration, paid to individual director and the CEO in its annual report.

The breakdown of the total remuneration of the Directors of the Company for the financial year ended 31 December 2025 is set out below:

Director	Salary including CPF	Bonus Profit Sharing	Fees	Benefit in Kind	Total	
	(%)	(%)	(%)	(%)	(%)	(\$)
DR HO LENG WOON	79%	18%	–	3%	100%	301,565
MR HO CHEE HON	78%	18%	–	4%	100%	390,330
MR CHANG KWOK WAH	78%	16%	–	6%	100%	298,541
MDM LAU WOON CHAN	83%	17%	–	–	100%	143,235
MR MAH HOW SOON (MA HAOSHUN)	–	–	100%	–	100%	45,000
MR WAN KUM THO	–	–	100%	–	100%	45,000

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The top five (5) key management personnel's remuneration for FY2025 is disclosed in the table below:

Remuneration Band (\$)	Number of Key Management Personnel
200,000 to below 300,000	2
100,000 to below 200,000	3

The remuneration received by the Executive Directors and key management personnel takes into consideration, the individual's performance and contribution towards the overall performance of the Group for FY2025. Their remuneration is made up of fixed and variable compensation. The fixed compensation consists of a monthly basic salary, fixed allowance and annual wage supplement. The variable compensation is determined based on the achievement of corporate and individual performance objectives. For FY2025, the agreed corporate performance objectives of the Executive Directors and key management personnel were met.

The Company does not have any long-term incentive scheme for the Directors and key management personnel. Mr Ho, a substantial shareholder of the Company, is the CEO and the son of the Chairman, Dr Ho and the Executive Director, Mdm Lau Woon Chan. Apart from Mr Ho, there was no other employee who is an immediate family member of a Director, the CEO or a substantial shareholder, and whose remuneration was over \$100,000 for FY2025.

In considering disclosure of remuneration of the top five (5) key management personnel, the Company has regarded the industry conditions in which the Company operates as well as the confidential nature of such remuneration. The Company believes that detailed disclosure of the remuneration of each key management personnel on a name basis as recommended by the Code 2018 would be prejudicial to the Company's interests and hamper its ability to retain and nurture the Company's talent pool. The aggregate remuneration paid to the top five (5) key management personnel of the Group (who are not directors of the Company or the CEO) was \$897,000 for FY2025.

The Board is of the opinion that the information as disclosed above would be sufficient for shareholders to have an adequate appreciation of the Company's compensation policies and practices and therefore does not intend to issue a separate remuneration report, the contents of which would be largely similar.

### C. 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.**

The Board determines the nature and extent of the significant risks which the Company is willing to take in achieving its strategic objectives and value creation.

The Board and the AC have undertaken the role of overseeing the governance of risks in the Group to ensure that management maintains a sound system of risk management and internal controls to safeguard shareholders' interests and the Group's assets.

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The Board and the AC, are assisted by the Risk Management Committee ("RMC") which was formed, as part of the Group's efforts to strengthen its risk management processes and framework. The RMC members include the CEO, the Chief Financial Officer ("CFO") and the respective major subsidiaries' managing directors. The Group's risk profile which summarises the material risks including financial, operational, compliance and information technology risks faced by the Group, the appropriate risk tolerance limits set for the respective risks and the countermeasures in place to manage or mitigate those risks were documented. On an annual basis, the RMC will review the key risks identified, consider the relevance of these risks, identify new risks which may arise and assess the internal controls in place to mitigate such risks. RMC will report to the Board and the Board members will then evaluate and provide their feedbacks to the RMC.

The Board and the AC, with the assistance of the internal auditors, have reviewed the adequacy of the Group's internal controls, including financial, operational and compliance risks, as well as the Group's information technology controls and risk management systems.

The Company's internal auditors conduct an annual review on the adequacy and effectiveness of the key Group's material internal controls, including financial, operational, compliance and information technology controls, and risk management. This review is conducted by the Company's internal auditors who presented their findings to the AC. As part of the external audit plan, the external auditors also review key controls relating to accounting and financial reporting, covering only selected financial cycles and highlight material findings, if any, to the AC. The AC and the Board review the findings of both the internal and external auditors and the effectiveness of the actions taken by the management on the recommendations made by the internal and external auditors in this respect.

The Board and the AC have received written assurances from the CEO and CFO that:

- (a) the financial records of the Group have been properly maintained and the financial statements for FY2025 give a true and fair view of the Company's operations and finances; and
- (b) the risk management and internal control systems in place within the Group are adequate and effective in addressing the material risks in the Group in its current business environment including material financial, operational, compliance and information technology risks.

The Board and the AC note that the system of internal controls provides reasonable, but not absolute, assurance that the Group will not be adversely affected by any event that could be reasonably foreseen as it strives to achieve its business objectives. The Board and the AC wish to highlight that no system of internal controls can provide absolute assurance against the occurrence of material errors, poor judgement in decision-making, human error, losses, fraud or other irregularities.

Based on the reviews conducted by the management and the internal auditor throughout the reporting year, the statutory audit conducted by the external auditor, as well as the assurance from CEO and CFO, the Board with the concurrence of the AC, is of the opinion that the Group's internal controls, addressing financial, operational, compliance risks, as well as the Group's information technology controls and risk management systems were adequate and effective as at 31 December 2025. The Board confirmed that the Company is in compliance with Rule 1207(10) of the SGX-ST Listing Rule.

Financial risks relating to the Group are set out in Note 29 to the financial statements of this Annual Report on pages 103 to 109.

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### Audit Committee

#### **Principle 10: The Board has an Audit Committee which discharges its duties objectively.**

As of the date of this Report, the AC comprises the following three (3) members, majority of whom, including the Chairman, are Independent Directors:-

Mr Mah How Soon (Ma Haoshun) (Chairman) (Independent Director)  
Mr Wan Kum Tho (Member) (Independent Director)  
Mr Ho Chee Hon (Member) (Executive Director)

The profile of each member of the AC is set out on pages 11 and 12 of this report. Mr Mah How Soon (Ma Haoshun), Chairman of the AC, has many years of experience in finance and accounting. Other members of the AC possess experience in legal, finance, accounting and business management. The Board is of the view that the members of the AC are appropriately qualified, having accounting or related financial management expertise or experience as the Board interprets such qualification, to discharge their responsibilities. None of the members of the AC is a former partner or director of the Company's external or internal auditors.

The Board recognises that the composition of the AC is not in accordance with the Code 2018 guidelines that the AC should comprise entirely Independent Directors. However, for the same reasons stated under Principle 6 on page 29 of this Annual Report, the Board is of the view that independence is not compromised as majority of the members of the AC are independent.

As a sub-committee of the Board of Directors, AC assists the Board in discharging their responsibility to safeguard the Group's assets, maintain adequate accounting records, and develop and maintain effective systems of internal control, with the overall objective of ensuring that our management creates and maintains an effective control environment in the Group. The AC also reviews and supervises the internal audit functions of the Group.

AC provides a channel of communication between the Board, management and the external auditors on matters relating to audit.

AC has adopted written terms of reference defining its membership, administration and duties. Duties and responsibilities of the AC include:

- a) reviewing 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;
- b) reviewing at least annually the adequacy and effectiveness of the Company's internal controls and risk management systems;
- c) reviewing the assurance from the CEO and the CFO on the financial records and financial statements;
- d) making recommendations to the Board on: (i) the proposals to the shareholders on the appointment and removal of external auditors; and (ii) the remuneration and terms of engagement of the external auditors;
- e) reviewing the adequacy, effectiveness, independence, scope and results of the external audit and the Company's internal audit function; and

# CORPORATE GOVERNANCE REPORT

## 企业监管声名

- f) reviewing 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 whistle-blowing policy and procedures for raising such concerns.

The AC reviews the scope and results of the audit carried out by the external auditors, the cost effectiveness of the audit, and the independence and objectivity of the external auditors. The AC undertook a review of the independence and objectivity of the external auditors, RSM SG Assurance LLP ("RSM"), through discussions with the external auditors, as well as reviewing the non-audit services provided and the fees paid to them. A breakdown of the fees in total for audit and non-audit services is set out on page 110 of this Annual Report. Based on the review, the AC is of the opinion that RSM is independent for the purpose of the Group's statutory audit. In reviewing the nomination of RSM for re-appointment for the financial year ending 31 December 2026, the AC has considered the adequacy of resources, experience and competence of RSM, and has taken into account the Accounting and Corporate Regulatory Authority's Audit Quality Indicators Framework relating to RSM at the firm level and on the audit engagement level. Consideration was also given to the experience of the engagement partner and key team members in handling the audit. On the basis of the above, the AC is satisfied with the standard and quality of work performed by RSM. It has recommended to the Board the nomination of RSM for reappointment as external auditors at the forthcoming AGM of the Company.

The Company has complied with Rules 712, 715 and 716 of the Listing Manual issued by Singapore Exchange Securities Trading Limited in relation to the appointment of its external auditors.

The Group outsourced its internal audit function to Yang Lee & Associates ("YLA" or "IA"). YLA is a professional service firm that specialises in the provision of Internal Audit, Enterprise Risk Management and Sustainability Reporting advisory services. The firm was set up in the year 2005 and currently maintains a diverse outsourced internal audit portfolio of Singapore Exchange Securities Trading Limited's ("SGX-ST") listed companies in distribution, manufacturing, services, food & beverage, retail and property development industries. YLA is a corporate member of the Institute of Internal Auditors Singapore and is staffed with professionals with sufficient expertise in corporate governance, risk management, internal controls and other relevant disciplines.

The IA engagement team comprises two (2) directors, one (1) manager and is supported by two (2) associates. Each of the two (2) directors has more than thirty years of relevant experience whilst the manager has more than fifteen years of relevant experience. The engagement director and manager are both certified as Certified Internal Auditor by the Institute of Internal Auditors. The IA is guided by the International Standards for the Professional Practice of Internal Auditing set by the Institute of Internal Auditors in carrying out the internal audit review.

The IA, independent of the Company's daily operations and accounting functions, has unfettered access to all the Company's documents, records, properties and personnel, including access to the AC. The IA reports directly to the Chairman of the AC on all internal audit matters.

The internal audit plan for FY2025 was reviewed and approved by the AC. The IA completed its FY2025 internal audit in accordance with the internal audit plan approved by the AC. The findings and recommendations of the IA, management's responses, and management's implementation of remedial actions were reported to the AC.

The AC reviewed and confirmed that YLA is a suitable professional service firm to meet the Company's internal audit obligations, having regard to the adequacy of resources, independence and experience of the firm and the assigned engagement director, number and experience of supervisory and professional staff assigned to internal audits.

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The AC meets with the internal auditors and the external auditors, at least once a year, without the presence of management, to have free and unfettered access to unfiltered information and feedback.

The AC concurs on the adequacy and effectiveness of the Company's internal controls and risk management systems.

In the event that any Director has a personal material interest in any contract or proposed contract or arrangement, he/she will abstain from reviewing that particular transaction or voting on the particular resolution.

In performing its functions, the AC has explicit authority to investigate any matter within its terms of reference, having full access to and co-operation by management and full discretion to invite any director or executive officer to attend meetings, and reasonable resources to enable it to discharge its function properly.

In FY2025, the AC has reviewed with the management and the external auditors, the results of the Group before submitting them to the Board for its approval and announcement of the financial results. The AC also reviewed the Group's financial condition, internal and external audit reports.

In the review of the financial statements, the AC has discussed with management the accounting principles that were applied and their judgement of items that might have material impact to the financial statements. The following significant matters that may have material impact to the financial statements were discussed with management and the external auditor; and were reviewed by the AC:

Significant Matters	AC Review
Valuation of investment in an equity interests of an unquoted entity	AC considered the approach and methodology applied in determining the fair value of the investment in Chongqing Zongshen Financial Leasing Company Limited, management assessment, reasonableness of assumptions and valuation determined by an external valuer. This item has been included as a Key Audit Matter in the independent auditor's report for FY2025.
Assessment of the impairment loss on non-financial assets	AC considered the Group's market capitalisation of \$22.4 million versus the net asset value of \$57.7 million which indicate that the carrying amount of property, plant and equipment and right-of-use assets may be impaired. Specific Cash-Generating Units ("CGUs"), defined by the operating segments and geographic location that generate cash inflows, were identified. An assessment of impairment loss of each CGU was performed for the value in use method; and it involves judgement in the CGU identification and uncertainty in estimation of the key assumptions underlying the recoverable amounts. This item has been included as a Key Audit Matter in the independent auditor's report for FY2025.

The AC is kept abreast by management, the external and internal auditors on changes and updates to accounting standards, and other issues which could have a direct impact on the financial statements of the Group, if any.

# CORPORATE GOVERNANCE REPORT

## 企业监管声名

The Company has also put in place a whistle-blowing policy and has implemented procedures and arrangements by which staff may, in confidence, raise concerns about possible corporate improprieties in matters of financial reporting or other matters to the AC. All complaints or concerns raised will be dealt with, including anonymous complaints. The action taken will depend on the nature of the complaint. Initial enquiries will be made to determine whether an investigation is appropriate, and the form that it should take. If necessary, the AC will direct an independent investigation to be conducted on the complaint received. Details of the whistle-blowing policy, together with the dedicated whistle-blowing communication channels (such as email address) have been made available to all employees. It has a well-defined process which ensures independent investigation of issues or concerns raised and appropriate follow-up action, and provides assurance that identity of whistle-blower is kept confidential and the whistle-blower will be protected from reprisal within the limits of the law or victimisation for whistle-blowing in good faith. Members of the public can also refer to the Company's website for the whistle-blowing arrangements.

The AC is responsible for oversight and monitoring of whistle-blowing and will report to the Board on such matters at the Board meetings.

During FY2025, there were no complaints, concerns or issues received.

### D. 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.**

The Company provides shareholders with the opportunity to participate effectively in and vote at general meetings of shareholders and informs them of the rules governing meetings of shareholders.

The Company tables separate resolutions at general meetings of shareholders on each substantially separate issue unless the issues are interdependent and linked so as form one significant proposal. Where the resolutions are bundled, the Company explains the reasons and material implications in the notice of meeting.

All Directors attend general meetings of shareholders, and the external auditors are also present to address shareholders' queries about the conduct of audit and the preparation of the auditors' report. Directors' attendance at such meetings held is disclosed in Principle 1 of this report.

All resolutions at general meetings of the Company will be put to vote by poll so as to better reflect shareholders' shareholding interest and ensure greater transparency. The results of the poll voting on each resolution tabled will be announced after the general meetings via SGXNET and the Company's website.

The Board is of the view that absentia voting at the general meeting, can only be carried out, after careful study, to ensure the integrity of the information received by the Company and to authenticate the identity of shareholders in attendance on the web. Voting in absentia such as voting via mail, electronic mail or facsimile at the general meetings may only be possible following careful study to ensure that integrity of the information and authentication of the identity of shareholders through the web is not compromised.

The Company publishes minutes of general meetings of shareholders on its corporate website as soon as practicable. The minutes record substantial and relevant comments or queries from shareholders relating to the agenda of the general meeting, and responses by the Board and management.

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The Company does not have a fixed dividend policy. The frequency and quantum of dividend declared each year will take into consideration the Group's profit growth, cash position, projected capital requirements for business growth and other factors as the Board may deem appropriate. The Board of Directors has proposed a final tax exempt (one-tier) dividend of 0.50 cent per ordinary share for FY2025.

The Company's corporate governance practices promote fair and equitable treatment of all shareholders. To facilitate shareholders' ownership rights, the Company ensures that all material information is disclosed on a comprehensive and timely basis via SGXNET and the Company's website, especially information pertaining to the Group's business development and financial performance which could have a material impact on the share price of the Company, so as to enable shareholders to make informed decisions in respect of their investments in the Company.

Shareholders are informed of general meetings through notices published in the newspaper and the Company's announcements, press releases via SGXNET, the Company's website as well as through reports and circulars sent to all shareholders. They are given the opportunity to participate effectively and vote at general meetings of the Company, where relevant rules and procedures governing the meetings are clearly communicated.

The Constitution of the Company allows each shareholder to appoint up to two (2) proxies to attend general meetings. Under the Companies Act 1967, a member who is defined as a "relevant intermediary" may appoint more than two (2) proxies to attend and participate in general meetings. Relevant intermediary includes corporations holding licenses in providing nominee and custodial services and Central Provident Fund ("CPF") Board which purchases shares on behalf of the CPF investors.

The Board views the AGM as the principal forum for dialogue with shareholders, being an opportunity for shareholders to raise questions pertaining to the resolutions tabled for approval and/or questions regarding the Company and its operations. The minutes of AGM which capture the attendance of Board members at the meeting, matters approved by shareholders and voting results will be prepared by the Company. The minutes of the AGM for FY2025 will be released to the SGX-ST within one (1) month from the date of AGM and shall be made available on the Company's website.

### Engagement with Shareholders

**Principle 12: The Company communicates regularly with its shareholders and facilitates the participation of shareholders during general meetings and other dialogue to allow shareholders to communicate their views of various matters affecting the Company.**

The Company provides avenues for communication between the Board and all shareholders, and discloses in its annual report the steps taken to solicit and understand the views of shareholders.

The Company has in place an investor relations policy which allows for an ongoing exchange of views so as to actively engage and promote regular, effective and fair communication with shareholders at the Company's general meetings.

The Company's investor relations policy sets out the mechanism through which shareholders may contact the Company with questions and through which the Company may respond to such questions.

The Company endeavors to communicate regularly, effectively and fairly with its shareholders. Timely, as well as, detailed disclosure is made to the public in compliance with SGX-ST guidelines. The Company does not practice selective disclosure. All price sensitive information is announced on the SGXNET on a timely basis.

# CORPORATE GOVERNANCE REPORT

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Shareholders are kept informed of developments and performance of the Group through announcements published via SGXNET and the press when necessary as well as in the annual report. Other announcements are also made on an ad-hoc basis where applicable as soon as possible to ensure timely dissemination of the information to shareholders.

Shareholders are encouraged to attend and raise questions to the Directors at the Company's general meetings. At these meetings, shareholders are given the opportunity to express their views and raise issues either formally or informally. These meetings provide opportunities for the Board to engage with shareholders and solicit their feedback. The Company's website at [www.apoil.com.sg](http://www.apoil.com.sg) is another channel to understand the views of the shareholders.

### E. 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.**

The Company has arrangements in place to identify and engage with its material stakeholder groups and to manage its relationships with such groups.

The Company discloses in its annual report its strategy and key areas of focus in relation to the management of stakeholder relationships during the reporting period.

The Company maintains a current corporate website to communicate and engage with stakeholders.

### F. DEALINGS IN SECURITIES

The Company has devised and adopted its own internal code of compliance on dealing in the securities of the Company (the "Code"). This code will provide guidance to the Group's directors and employees on their dealings in the Company's securities. The key guidelines are:

- Directors and key officers are prohibited from trading in the Company's securities during the period commencing one (1) month before the announcement of the Company's half year and full year financial statements, and the prohibition ends on the day of the results announcement. In future, if the Company announces quarterly financial statements, the prohibition period will commence two (2) weeks before the announcement of the Company's financial statements for each of the first three quarters; and one (1) month before the announcement of the Company's full year financial statements and prohibition period shall end on the day of the results announcement.
- Directors and key officers should not deal in the Company's securities on short-term consideration.
- Directors and key officers are required to observe the insider trading laws under the Securities Industries Act at all times even when engaging in dealings of securities within the non-prohibitory periods. To monitor such share transactions, directors and key officers are to report to the Company when they deal in the Company's securities.

The Company has complied with the Code for FY2025.

# CORPORATE GOVERNANCE REPORT

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### G. INTERESTED PERSON TRANSACTIONS

The Company has adopted internal guidelines in respect of any transactions with interested persons and set out the procedures for review and approval of the Company's interested person transactions. The main objective is to ensure that all interested person transactions are conducted on arm's length basis and on normal commercial terms.

The AC has reviewed all interested person transactions for FY2025, and satisfied there was no interested person transaction entered into by the Group in excess of \$100,000 during the financial year.

### H. MATERIAL CONTRACTS

Pursuant to Rule 1207(8) of the Listing Manual, the Company confirms there was no material contract entered into between the Company and its subsidiaries which involved the interests of any director or controlling shareholder, either subsisting at the end of the financial year or if not then subsisting, which was entered into since the end of the previous financial year.

### I. ADDITIONAL INFORMATION ON DIRECTORS NOMINATED FOR RE-ELECTION

Pursuant to Rule 720(6) of the SGX-ST Listing Manual, the information as set out in Appendix 7.4.1 to the SGX-ST Listing Manual relating to Mr Ho and Mr Chang, being the Directors who are retiring in according with the Company's Constitution at the forthcoming AGM, is set out below:

Name of Director	Mr Ho Chee Hon	Mr Chang Kwok Wah
Date of Appointment	1 July 2009	25 February 2004
Date of last re-appointment (if applicable)	27 April 2023	27 April 2023
Age	49	75
Country of principal residence	Singapore	Singapore
The Board's comments on this appointment (including rationale, selection criteria, and the search and nomination process)	The NC has recommended and the Board has agreed for Mr Ho to retire and seek re-election at the forthcoming AGM.	The NC has recommended and the Board has agreed for Mr Chang to retire and seek re-election at the forthcoming AGM.
Whether appointment is executive, and if so, the area of responsibility	Executive. Mr Ho is the overall in-charge in managing the entire business of the Group.	Executive. Mr Chang is the overall in-charge in managing the operations and business of A.I.M. Chemical Industries Pte Ltd.
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Group Chief Executive Officer, AC Member, NC Member, RC Member	Executive Director
Professional Qualifications	Bachelor of Laws (Honors) from National University of Singapore  Master of Laws (Taxation from Washington University in St. Louis, USA)	MBA, Brunel University, UK  Associate member, Institute of Chartered Secretaries, Australia

# CORPORATE GOVERNANCE REPORT

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Name of Director	Mr Ho Chee Hon	Mr Chang Kwok Wah
Working experience and occupation(s) during the past 10 years	2012 to present: Executive Director and Group Chief Executive Officer of the Company	2012 to present: Managing Director, A.I.M. Chemical Industries Pte Ltd
Shareholding interest in the listed issuer and its subsidiaries	Direct Interest – 6.97% of the listed issuer	41,250 shares of the listed issuer
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	Mr Ho is the son of Dr Ho Leng Woon, the Group Chairman and Mdm Lau Woon Chan, the Executive Director.	Nil
Conflict of interest (including any competing business)	Nil	Nil
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes
Other Principal Commitments including Directorships  • Past (for the last 5 years)	<u>Directorships</u> <ul style="list-style-type: none"> <li>• AP Oil Pte Ltd</li> <li>• A.I.M. Chemical Industries Pte Ltd</li> <li>• GB Chemicals Pte Ltd</li> <li>• Alpha Pacific Petroleum (S) Pte Ltd</li> <li>• AP (Vietnam) Holdings Pte Ltd</li> <li>• AP Saigon Petro Joint Stock Co Ltd</li> <li>• AP Oil Singapore (Shanghai) Limited</li> <li>• AP Oil Singapore (Chongqing) Limited</li> <li>• Chongqing Zongshen Financial Leasing Company Limited</li> <li>• Axel Oil Pte Ltd</li> <li>• Alpha Pacific Developments Holdings Pte Ltd</li> </ul>	<u>Directorships</u> <ul style="list-style-type: none"> <li>• A.I.M. Chemical Industries Pte Ltd</li> </ul>

# CORPORATE GOVERNANCE REPORT

## 企业监管声名

Name of Director	Mr Ho Chee Hon	Mr Chang Kwok Wah
<ul style="list-style-type: none"> <li>• Present</li> </ul>	<p><u>Directorships</u></p> <ul style="list-style-type: none"> <li>• AP Oil Pte Ltd</li> <li>• A.I.M. Chemical Industries Pte Ltd</li> <li>• GB Chemicals Pte Ltd</li> <li>• Alpha Pacific Petroleum (S) Pte Ltd</li> <li>• AP (Vietnam) Holdings Pte Ltd</li> <li>• AP Saigon Petro Joint Stock Co Ltd</li> <li>• AP Oil Singapore (Shanghai) Limited</li> <li>• AP Oil Singapore (Chongqing) Limited</li> <li>• Chongqing Zongshen Financial Leasing Company Limited</li> <li>• Axel Oil Pte Ltd</li> <li>• Alpha Pacific Developments Holdings Pte Ltd</li> </ul>	<p><u>Directorships</u></p> <ul style="list-style-type: none"> <li>• A.I.M. Chemical Industries Pte Ltd</li> <li>• Singapore Life-Science Solutions and Supplements Pte Ltd</li> </ul>
<p>(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?</p>	<p>Nil</p>	<p>Nil</p>

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Name of Director	Mr Ho Chee Hon	Mr Chang Kwok Wah
(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?	Nil	Nil
(c) Whether there is any unsatisfied judgment against him?	Nil	Nil
(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?	Nil	Nil
(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?	Nil	Nil

# CORPORATE GOVERNANCE REPORT

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Name of Director	Mr Ho Chee Hon	Mr Chang Kwok Wah
(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?	Nil	Nil
(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?	Nil	Nil
(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?	Nil	Nil
(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?	Nil	Nil

# CORPORATE GOVERNANCE REPORT

## 企业监管声名

Name of Director	Mr Ho Chee Hon	Mr Chang Kwok Wah
<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 in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?</p>	Nil	Nil

# CORPORATE GOVERNANCE REPORT

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Name of Director	Mr Ho Chee Hon	Mr Chang Kwok Wah
(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?	Nil	Nil
<p><b>Any prior experience as a director of a listed Company?</b></p> <p><i>If <b>yes</b>, please provide details of prior experience.</i></p> <p><i>If <b>no</b>, 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. 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).</i></p>	<p>Yes.</p> <p>Mr Ho, currently the Group Chief Executive Officer and Executive Director of the Company since 2015, which is listed on the SGX-ST.</p>	<p>Yes.</p> <p>Mr Chang, currently the Executive Director of the Company since 2004, which is listed on the SGX-ST.</p>

# FINANCIAL CONTENTS

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# STATEMENT BY DIRECTORS

The directors are pleased to present the accompanying consolidated financial statements of AP Oil International Limited (the "Company") and its subsidiaries (the "Group"), and the statement of financial position and statement of changes in equity of the Company for the reporting year ended 31 December 2025.

## 1. Opinion of the directors

In the opinion of the directors:

- (a) the accompanying financial statements and the consolidated financial statements are drawn up so as to give a true and fair view of the financial position and performance of the Company and, of the financial position and performance of the Group for the reporting year covered by the financial statements or consolidated financial statements; and
- (b) at the date of the statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

The board of directors approved and authorised these financial statements for issue.

## 2. Directors

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

### Executive directors

Dr Ho Leng Woon  
Mdm Lau Woon Chan  
Mr Ho Chee Hon  
Mr Chang Kwok Wah

### Independent and non-executive directors

Mr Mah How Soon @ Ma Haoshun  
Mr Wan Kum Tho

# STATEMENT BY DIRECTORS

## 3. Directors' interests in shares and debentures

The directors of the Company holding office at the end of the reporting year had no interests in shares in or debentures of the Company or other related body corporate as recorded in the register of directors' interests in shares in or debentures kept by the Company under section 164 of the Companies Act 1967 (the "Act") except as follows:

<u>Name of Director</u>	<b>Direct interests</b>	
	<b>At beginning of reporting year</b>	<b>At end of reporting year</b>
<u>The Company</u>	<u>Number of shares of no par value</u>	
Dr Ho Leng Woon	61,406,250	61,406,250
Mdm Lau Woon Chan	17,531,250	17,531,250
Mr Ho Chee Hon	11,468,937	11,468,937
Mr Chang Kwok Wah	41,250	41,250

By virtue of section 7 of the Act, Dr Ho Leng Woon and Mdm Lau Woon Chan are deemed to have an interest in each other's direct interest in the Company and in all the related body corporates of the Company.

The directors' interests as at 21 January 2026 were the same as those at the end of the reporting year.

## 4. Arrangements to enable directors to acquire benefits by means of acquisition of shares and debentures

Neither at the end of nor at any time during the reporting year did there subsist arrangements to which the Company is a party, being arrangements whose objects are, or one of whose objects is, to enable 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.

## 5. Options

During the reporting year, no option to take up unissued shares of the Company or other body corporate in the Group was granted and there were no shares issued by virtue of the exercise of an option to take up unissued shares.

At the end of the reporting year, there were no unissued shares under option.

# STATEMENT BY DIRECTORS

## 6. Audit committee

The members of the audit committee at the date of this report are as follows:

Mr Mah How Soon @ Ma Haoshun	(Chairman of audit committee and independent director)
Mr Wan Kum Tho	(Independent director)
Mr Ho Chee Hon	(Executive director)

The audit committee performed the functions specified by section 201B(5) of the Act. Among other functions, it performed the following:

- Reviewed with the independent external auditor their audit plan;
- Reviewed with the independent external auditor their evaluation of the Company's internal accounting controls relevant to their statutory audit, and their report on the financial statements and the assistance given by management to them;
- Reviewed with the internal auditor the scope and results of the internal audit procedures (including those relating to financial, operational and compliance controls and risk management) and the assistance given by management to them;
- Reviewed the financial statements of the Group and the Company prior to their submission to the directors of the Company for adoption; and
- Reviewed the interested person transactions (as defined in Chapter 9 of the Singapore Exchange Securities Trading Limited's Listing Manual).

Other functions performed by the audit committee are described in the report on corporate governance included in the annual report of the Company. It also includes an explanation of how the independent auditor's objectivity and independence is safeguarded where the independent auditor provides non-audit services.

The audit committee has recommended to the board of directors that the independent auditor, RSM SG Assurance LLP, be nominated for re-appointment as the independent auditor at the next annual general meeting of the Company.

# STATEMENT BY DIRECTORS

## 7. Independent auditor

RSM SG Assurance LLP has expressed willingness to accept re-appointment.

On behalf of the directors



.....  
Dr Ho Leng Woon  
Director



.....  
Mr Ho Chee Hon  
Director

6 April 2026

# INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF AP OIL INTERNATIONAL LIMITED

## Report on the audit of the financial statements

### *Opinion*

We have audited the accompanying financial statements of AP Oil International Limited (the "Company") and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows of the Group and statement of changes in equity of the Company for the reporting 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 and statement of changes in equity 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 and the changes in equity of the Company for the reporting year ended on that date.

### *Basis for opinion*

We conducted our audit in accordance with Singapore Standards on Auditing ("SSA"). 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 also fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Key audit matters*

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current reporting year. 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 AP OIL INTERNATIONAL LIMITED

## ***Key audit matters (Continued)***

### **(a) Valuation of investment in equity interests of an unquoted entity**

Please refer to Note 2A on the relevant accounting policy, Note 2B on critical judgements, assumptions and estimation uncertainties, Note 18B on investment in equity interests of unquoted entity at fair value through profit or loss, and the annual report on the section on the audit committee's views and responses to the reported key audit matters.

The Group and Company hold a 12.5% equity interests in Chongqing Zongshen Financial Leasing Company Limited ("Chongqing Zongshen Financial Leasing") and as part of the investment arrangement, the Company was also granted an option by the major shareholder of Chongqing Zongshen Financial Leasing whereby the Company has the right to sell to the major shareholder its equity interests in Chongqing Zongshen Financial Leasing (the "Option"). The exercise price of the Option shall be based on the higher of the Company's original capital contribution of RMB25.0 million and the agreed market value at the time of the exercise of the Option.

The Group and Company accounted for the investment in Chongqing Zongshen Financing Leasing and the Option together as a hybrid instrument measured at fair value through profit or loss. Management has engaged an external valuer to perform an independent valuation of this financial asset as at 31 December 2025.

The fair value was determined based on the adjusted net assets approach. As Chongqing Zongshen Financial Leasing is an unquoted entity, the valuation involved significant management judgement. Accordingly, it is considered as a key audit matter.

As part of our audit procedures, we evaluated the independence, objectivity and competency of the external valuer and read their terms of engagement to ascertain whether there are matters that might have affected the scope of their work and their objectivity. In addition, we engaged our own specialists, we assessed the reasonableness of the methodologies used and the assumptions applied. We also assessed the adjustments to the net assets, if any, and undertook further procedures by cross-checking the fair value against other valuation approaches to determine whether it is within acceptable range and, where necessary, held further discussions with management and the external valuer.

### **(b) Assessment of the impairment loss on non-financial assets**

Refer to Note 2A on the relevant accounting policy and Note 2B on critical judgements, assumptions and estimation uncertainties on non-financial assets.

As at 31 December 2025, the Group's market capitalisation of \$22.4 million is below the net asset value of \$57.7 million, which indicates that the non-financial assets of the Group comprising mostly of property, plant and equipment (Note 13) and right-of-use assets (Note 14) may be impaired. Management has determined three Cash-Generating Units ("CGU"), namely AP Oil Pte Ltd, A.I.M. Chemical Industries Pte Ltd and GB Chemicals Pte Ltd, which represent major CGUs of the Group for assessing the impairment loss. The CGUs are defined by the operating segments and their geographic locations that generate independent cash inflows.

The Group performed an assessment of impairment loss on the major CGUs using discounted future cash flows determined based on key assumptions on forecasted cash flows, revenue growth rates and discount rate of each CGU.

# INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF AP OIL INTERNATIONAL LIMITED

## ***Key audit matters (Continued)***

### ***(b) Assessment of the impairment loss on non-financial assets (Continued)***

The assessment of impairment loss on non-financial assets involves judgement in the identification of CGUs and estimation uncertainties in determining key assumptions underlying the recoverable amounts.

We have involved our in-house valuation specialist and considered the reasonableness of management's determination of the CGUs based on our understanding of the operations and structure of the Group and corroboration with management. For CGUs where the discounted cash flows method is used, we evaluated the key assumptions used in the discounted future cash flows (including revenue growth rates and discount rates) by comparing them against historical information, together with publicly available information where available.

We checked the mathematical accuracy of the calculations for the value in use method. We assessed the adequacy of the related disclosures in the financial statements in describing the inherent degree of estimation uncertainty and key assumptions used. We have also assessed the adequacy of the disclosures made in the financial statements.

## ***Other information***

Management is responsible for the other information. The other information comprises the information included in the statement by directors and 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), and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

# INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF AP OIL INTERNATIONAL LIMITED

## ***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.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- a) 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 control.
- b) Obtain an understanding of internal control 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 control.
- c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- d) 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.
- e) 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.
- f) 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 financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

# INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF AP OIL INTERNATIONAL LIMITED

## ***Auditor's responsibilities for the audit of the financial statements (Continued)***

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 control that we identify during our audit.

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

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 law or regulation precludes 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 subsidiaries 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 Kelly Lee Pei Woon.



RSM SG Assurance LLP  
Public Accountants and  
Chartered Accountants  
Singapore

6 April 2026

Engagement partner – effective from year ended 31 December 2024

# CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

YEAR ENDED 31 DECEMBER 2025

	Note	Group	
		2025 \$'000	2024 \$'000
Revenue	5	56,752	54,723
Cost of sales		(47,304)	(44,900)
<b>Gross profit</b>		<b>9,448</b>	9,823
Interest income		613	783
Other gains	6	722	931
Distribution costs	7	(2,118)	(2,150)
Administrative expenses	7	(6,875)	(6,517)
Finance costs	8	(128)	(136)
Other losses and charges	6	(42)	(601)
Share of results of equity-accounted joint ventures		225	96
<b>Profit before tax</b>		<b>1,845</b>	2,229
Income tax expense	10	(266)	(174)
<b>Profit for the year</b>		<b>1,579</b>	2,055
<b>Other comprehensive (loss)/income</b>			
<i>Items that may be reclassified subsequently to profit or loss</i>			
Exchange differences on translation from functional currency to presentation currency	25	(1,908)	1,153
Share of other comprehensive loss from equity-accounted joint ventures, net of tax	25	(174)	(34)
<b>Other comprehensive (loss)/income for the year</b>		<b>(2,082)</b>	1,119
<b>Total comprehensive (loss)/income for the year</b>		<b>(503)</b>	3,174
<b>Earnings per share</b>		<b>Cents</b>	Cents
Basic and diluted	11	0.96	1.25

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

# STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	Note	Group		Company	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<b>ASSETS</b>					
<b>Non-current assets</b>					
Property, plant and equipment	13	12,991	14,527	376	500
Right-of-use assets	14	4,165	4,524	988	1,106
Goodwill	15	409	409	–	–
Investments in subsidiaries	16	–	–	16,697	17,809
Investments in joint ventures	17	2,551	2,500	493	518
Deferred tax assets	10	45	45	–	–
Other financial assets	18	6,829	7,116	6,508	6,778
Other receivables	19	449	472	–	–
<b>Total non-current assets</b>		<b>27,439</b>	<b>29,593</b>	<b>25,062</b>	<b>26,711</b>
<b>Current assets</b>					
Inventories	20	7,496	8,215	–	–
Trade and other receivables	21	6,448	6,117	16,097	14,640
Other assets	22	310	312	9	10
Cash and cash equivalents	23	26,995	26,205	1,536	3,976
<b>Total current assets</b>		<b>41,249</b>	<b>40,849</b>	<b>17,642</b>	<b>18,626</b>
<b>Total assets</b>		<b>68,688</b>	<b>70,442</b>	<b>42,704</b>	<b>45,337</b>
<b>EQUITY AND LIABILITIES</b>					
<b>Equity attributable to owners of the Company</b>					
Share capital	24	6,606	6,606	6,606	6,606
Retained earnings		49,564	48,808	35,271	35,829
Other reserves	25	1,540	3,622	(2,884)	(890)
<b>Total equity</b>		<b>57,710</b>	<b>59,036</b>	<b>38,993</b>	<b>41,545</b>
<b>Non-current liabilities</b>					
Deferred tax liabilities	10	596	618	–	–
Lease liabilities, non-current	26	4,251	4,530	1,076	1,137
Other non-financial liabilities, non-current	27	331	405	–	–
<b>Total non-current liabilities</b>		<b>5,178</b>	<b>5,553</b>	<b>1,076</b>	<b>1,137</b>
<b>Current liabilities</b>					
Income tax payable		342	210	–	–
Lease liabilities, current	26	312	311	61	59
Trade and other payables	28	5,091	5,274	2,574	2,596
Other non-financial liabilities, current	27	55	58	–	–
<b>Total current liabilities</b>		<b>5,800</b>	<b>5,853</b>	<b>2,635</b>	<b>2,655</b>
<b>Total liabilities</b>		<b>10,978</b>	<b>11,406</b>	<b>3,711</b>	<b>3,792</b>
<b>Total equity and liabilities</b>		<b>68,688</b>	<b>70,442</b>	<b>42,704</b>	<b>45,337</b>

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

# STATEMENTS OF CHANGES IN EQUITY

YEAR ENDED 31 DECEMBER 2025

<u>Group</u>	Share capital \$'000	Retained earnings \$'000	Other reserves \$'000	Total equity \$'000
<b>Current year</b>				
At 1 January 2025	6,606	48,808	3,622	59,036
Total comprehensive income/(loss) for the year	–	1,579	(2,082)	(503)
Dividends paid (Note 12)	–	(823)	–	(823)
<b>At 31 December 2025</b>	<b>6,606</b>	<b>49,564</b>	<b>1,540</b>	<b>57,710</b>
<b>Previous year</b>				
At 1 January 2024	6,606	47,576	2,503	56,685
Total comprehensive income for the year	–	2,055	1,119	3,174
Dividends paid (Note 12)	–	(823)	–	(823)
<b>At 31 December 2024</b>	<b>6,606</b>	<b>48,808</b>	<b>3,622</b>	<b>59,036</b>
<u>Company</u>	Share capital \$'000	Retained earnings \$'000	Other reserves \$'000	Total equity \$'000
<b>Current year</b>				
At 1 January 2025	6,606	35,829	(890)	41,545
Total comprehensive income/(loss) for the year	–	265	(1,994)	(1,729)
Dividends paid (Note 12)	–	(823)	–	(823)
<b>At 31 December 2025</b>	<b>6,606</b>	<b>35,271</b>	<b>(2,884)</b>	<b>38,993</b>
<b>Previous year</b>				
At 1 January 2024	6,606	36,367	(2,134)	40,839
Total comprehensive income for the year	–	285	1,244	1,529
Dividends paid (Note 12)	–	(823)	–	(823)
<b>At 31 December 2024</b>	<b>6,606</b>	<b>35,829</b>	<b>(890)</b>	<b>41,545</b>

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

# CONSOLIDATED STATEMENT OF CASH FLOWS

YEAR ENDED 31 DECEMBER 2025

	Note	Group	
		2025 \$'000	2024 \$'000
<b><u>Cash flows from operating activities</u></b>			
Profit before tax		1,845	2,229
Adjustments for:			
Interest income		(613)	(783)
Interest expense	8	128	136
Interest income from insurance policy	6	(68)	(61)
Income from 2019 agreement	6(c)	(70)	(100)
Insurance premium charged to profit or loss		9	9
Dividend income	6	(90)	(102)
Depreciation of property, plant and equipment	13	1,588	1,589
Depreciation of right-of-use assets	14	341	342
Government grant income related to asset purchase	27	(28)	(57)
Share of results of equity – accounted joint ventures, net of tax		(225)	(96)
Plant and equipment written-off	6	4	–
Gain on disposal of plant and equipment	6	(17)	(126)
Operating cash flows before changes in working capital		2,804	2,980
Inventories		404	(248)
Trade and other receivables		(501)	(196)
Other assets		(8)	1,003
Trade and other payables		(9)	(1,093)
Net cash flows from operations		2,690	2,446
Net income taxes paid		(134)	(97)
Net cash flows generated from operating activities		2,556	2,349
<b><u>Cash flows from investing activities</u></b>			
Purchase of property, plant and equipment		(559)	(1,203)
Proceeds from disposal of plant and equipment		19	135
Subscription of convertible promissory notes	19A	–	(229)
Receipt of income from 2019 agreement	6(c)	70	100
Interest received		613	783
Dividends received		90	102
Net cash flows generated from/(used in) investing activities		233	(312)
<b><u>Cash flows from financing activities</u></b>			
Dividends paid		(823)	(823)
Repayment of lease liabilities		(312)	(302)
Interest paid		(128)	(136)
Net cash flows used in financing activities		(1,263)	(1,261)
<b>Net increase in cash and cash equivalents</b>		1,526	776
Cash and cash equivalents at beginning of the year		26,205	25,047
Net effect of exchange rate changes on cash and cash equivalents		(736)	382
<b>Cash and cash equivalents at end of the year (Note 23)</b>		26,995	26,205

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

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 1. GENERAL INFORMATION

AP Oil International Limited (the "Company") is incorporated in Singapore and is listed on the Singapore Exchange Securities Trading Limited ("SGX-ST").

The Company is situated in Singapore. The registered office is at 18 Pioneer Sector 1, Singapore 628428.

The financial statements relate to the Company and its subsidiaries (the "Group") and the Group's interests in equity-accounted investees.

The financial statements are presented in Singapore dollar ("S") and the amounts are rounded to the nearest thousand, unless otherwise stated.

The board of directors approved and authorised these financial statements for issue on the date of the statement by directors. The directors have the power to amend and reissue the financial statements.

The Company is an investment holding company and provides management services to its subsidiaries.

The principal activities of the subsidiaries and joint ventures are set out in Notes 16 and 17 respectively.

### Subsequent developments

There are no significant developments subsequent to the release of the Group's and the Company's preliminary financial statements, as announced on 26 February 2026, which would materially affect the Group's and the Company's operating and financial performance as of the date of these financial statements.

### Statement of compliance with financial reporting standards

The financial statements have been prepared in accordance with the Singapore Financial Reporting Standards (International) ("SFRS(I)") and the related Interpretations to SFRS(I)s ("SFRS(I) INT") as issued by the Accounting Standards Committee under Accounting and Corporate Regulatory Authority. They comply with the provisions of the Companies Act 1967 and with the IFRS Accounting Standards as issued by the International Accounting Standards Board.

### Basis of preparation of the financial statements

The financial statements are prepared on a going concern basis under the historical cost convention except where a financial reporting standard requires an alternative treatment (such as fair values) as disclosed where appropriate in these financial statements. The accounting policies in the financial reporting standards may not be applied when the effect of applying them is not material. The disclosures required by financial reporting standards may not be provided if the information resulting from that disclosure is not material.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 1. GENERAL INFORMATION (CONTINUED)

### Basis of presentation and principles of consolidation

The consolidated financial statements include the financial statements made up to the end of the reporting year of the Company and all of its subsidiaries. The consolidated financial statements are the financial statements of the Group (the parent and its subsidiaries) presented as those of a single economic entity and are prepared using uniform accounting policies for like transactions and other events in similar circumstances. All significant intragroup balances and transactions are eliminated on consolidation. Subsidiaries are consolidated from the date the Group obtains control of the investee and cease consolidation when the Group loses control of the investee.

Changes in the Group's ownership interest in a subsidiary that do not result in the loss of control are accounted for within equity as transactions with owners in their capacity as owners. The carrying amounts of the Group's interests and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. When the Group loses control of a subsidiary, it derecognises the assets and liabilities and related equity components of the former subsidiary. Any gain or loss is recognised in profit or loss. Any investment retained in the former subsidiary is measured at fair value at the date when control is lost and is subsequently accounted as equity investments financial assets in accordance with the financial reporting standard on financial instruments.

The Company's separate financial statements have been prepared on the same basis, and as permitted by the Companies Act 1967, the Company's separate statement of profit or loss and other comprehensive income and statement of cash flows are not presented.

## 2. MATERIAL ACCOUNTING POLICY INFORMATION AND OTHER EXPLANATORY INFORMATION

Disclosures are made on the accounting policy and other explanatory information relating to material transactions, other events or conditions if that information is material to the financial statements or is required by a financial reporting standard. Entity-specific information that relates to more than one account balance or a class of material transactions is described in Note 2A below.

### 2A. Material accounting policy information

#### Revenue and income recognition

The financial reporting standard on revenue from contracts with customers establishes a five-step model to account for revenue arising from contracts with customers. Revenue is recognised at an amount that reflects the consideration to which the entity expects to be entitled in exchange for transferring goods or services to a customer (which excludes estimates of variable consideration that are subject to constraints, such as right of return exists, trade discounts, volume rebates and changes to the transaction price arising from modifications), net of any related sales taxes and excluding any amounts collected on behalf of third parties. An asset (goods or services) is transferred when or as the customer obtains control of that asset. As a practical expedient, the effects of any significant financing component is not adjusted if the payment for the good or service will be within one year.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION AND OTHER EXPLANATORY INFORMATION (CONTINUED)

### 2A. Material accounting policy information (Continued)

#### Revenue and income recognition (Continued)

##### Sale of goods

Revenue is recognised at a point in time when the performance obligation is satisfied by transferring a promised good or service to the customer. Control of the goods is transferred to the customer generally on delivery of the goods (in this respect, incoterms are considered).

##### Rendering of services

Revenue from service orders and term projects is recognised when the Group satisfies the performance obligation at a point in time generally when the significant acts have been completed and when transfer of control occurs or for services that are not significant transactions revenue is recognised as the services are provided.

##### Rental revenue

Rental revenue is recognised on a time-proportion basis that takes into account the effective yield on the asset on a straight-line basis over the lease term.

##### Dividend income

Dividend from equity instruments is recognised in profit or loss only when the Group's right to receive payment of the dividend is established; it is probable that the economic benefits associated with the dividend will flow to the entity; and the amount of the dividend can be measured reliably.

##### Interest income

Interest income is recognised using the effective interest method.

##### Government grants

Government grants are recognised at fair value when there is reasonable assurance that the conditions attaching to them will be complied with and that the grants will be received. Grants in recognition of specific expenses are recognised in profit or loss on a systematic basis over the periods necessary to match them with the related costs that they are intended to compensate. The grant related to assets is presented in the statement of financial position by recognising the grant as deferred income that is recognised in profit or loss on a systematic basis over the useful life of the asset and in the proportions in which depreciation expense on those assets is recognised.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION AND OTHER EXPLANATORY INFORMATION (CONTINUED)

### 2A. Material accounting policy information (Continued)

#### Employee benefits

Contributions to a defined contribution retirement benefit plan are recorded as an expense as they fall due. The entity's legal or constructive obligation is limited to the amount that it is obligated to contribute to an independently administered fund (such as the Central Provident Fund ("CPF") in Singapore, a government managed defined contribution retirement benefit plan). For employee leave entitlement, the expected cost of short-term employee benefits in the form of compensated absences is recognised in the case of accumulating compensated absences, when the employees render service that increases their entitlement to future compensated absences; and in the case of non-accumulating compensated absences, when the absences occur. A liability for bonuses is recognised where the entity is contractually obliged or where there is constructive obligation based on past practice.

#### Foreign currency transactions

The functional currency of the Company is the United States dollar ("US\$") as it reflects the primary economic environment in which the entity operates.

Transactions in foreign currencies are recorded in the functional currency at the rates ruling at the dates of the transactions. At each end of the reporting year, recorded monetary balances and balances measured at fair value that are denominated in non-functional currencies are reported at the rates ruling at the end of the reporting year and fair value dates respectively. All realised and unrealised exchange adjustment gains and losses are dealt with in profit or loss except when recognised in other comprehensive income and if applicable deferred in equity such as qualifying cash flow hedges.

The presentation currency is the Singapore dollar as the financial statements are meant primarily for users in Singapore. Accordingly, assets and liabilities are translated at year end rates of exchange and the income and expense items for each statement presenting profit or loss and other comprehensive income are translated at average rates of exchange for the reporting year. The resulting translation adjustments (if any) are recognised in other comprehensive income and accumulated in a separate component of equity. The translation of US\$ amounts into S\$ amounts are included solely for the convenience of readers. The reporting year end rates used are US\$1 to S\$1.28 (2024: US\$1 to S\$1.35) which approximates the rate of exchange at the end of the reporting year. The average rate of exchange for the reporting year is US\$1 to S\$1.31 (2024: US\$1 to S\$1.33). Such translation should not be construed as a representation that the S\$ amounts could be converted into US\$ at the above rate or other rates.

#### Translation of financial statements of other entities

Each entity in the Group determines the appropriate functional currency as it reflects the primary economic environment in which the relevant entity operates. In translating the financial statements of such an entity into the presentation currency for incorporation in the consolidated financial statements, the assets and liabilities denominated in other currencies are translated at end of the reporting year rates of exchange and the income and expense items for each statement presenting profit or loss or other comprehensive income are translated at average rates of exchange for the reporting year. The resulting translation adjustments (if any) are recognised in other comprehensive income and accumulated in a separate component of equity until the disposal of that relevant entity.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION AND OTHER EXPLANATORY INFORMATION (CONTINUED)

### 2A. Material accounting policy information (Continued)

#### Income tax

Tax expense (tax income) is the aggregate amount included in the determination of profit or loss for the reporting year in respect of current tax and deferred tax. Current income tax is the expected tax payable on the taxable income for the reporting year; calculated using rates enacted or substantively enacted at the statement of financial position date; and inclusive of any adjustment to income tax payable or recoverable in respect of previous reporting years. Deferred tax is recognised using the liability method; based on temporary differences between the carrying amounts of assets and liabilities in the financial statements and their respective income tax bases; and determined using tax rates that have been enacted or substantively enacted by the reporting year end date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled. A deferred tax amount is recognised for all temporary differences, unless the deferred tax amount arises from the initial recognition of an asset or liability in a transaction which (i) is not a business combination; and (ii) at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).

#### Property, plant and equipment

Property, plant and equipment are carried at cost on initial recognition and after initial recognition at cost less any accumulated depreciation and any accumulated impairment losses. Depreciation is provided on a straight-line method to allocate the gross carrying amounts of the assets less their residual values over their estimated useful lives of each part of an item of these assets.

The annual rates of depreciation are as follows:

Leasehold properties and improvements	–	Over terms of lease, ranging from 3.13% to 5.74% per annum
Plant and equipment	–	10.00% to 33.33% per annum

An asset is depreciated when it is available for use until it is derecognised even if during that period the item is idle. Fully depreciated assets still in use are retained in the financial statements.

The residual values of assets, useful lives of assets and recognised impairment losses are reviewed, and adjusted if appropriate, whenever events or circumstances indicate that a revision is warranted.

The gain or loss arising from the derecognition of an item of property, plant and equipment is measured as the difference between the net disposal proceeds and the carrying amount of the item and is recognised in profit or loss. The residual value and the useful life of an asset is reviewed at least at each end of the reporting year and, if expectations differ significantly from previous estimates, the changes are accounted for as a change in an accounting estimate, and the depreciation charge for the current and future periods are adjusted.

Cost also includes acquisition cost, borrowing cost capitalised and any cost directly attributable to bringing the asset or component to the location and condition necessary for it to be capable of operating in the manner intended by management. Subsequent costs are recognised as an asset only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. All other repairs and maintenance are charged to profit or loss when they are incurred.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION AND OTHER EXPLANATORY INFORMATION (CONTINUED)

### 2A. Material accounting policy information (Continued)

#### Right-of-use assets

The right-of-use assets are accounted and presented as if they were owned such as property, plant and equipment. The Group recognises right-of-use assets at commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If ownership of the leased asset transfers to the Group at end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment.

The annual rates of depreciation are as follows:

Leased land	–	Over terms of lease, ranging from 4.18% to 8.33% per annum
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#### Lease of lessee

A lease conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration. Where a lease arrangement is identified, a liability to the lessor is recognised as a lease obligation calculated at the present value of minimum unavoidable lease payments. A corresponding right-of-use asset is recorded. Lease payments are apportioned between finance costs and reduction of the lease liability so as to reflect the interest on the remaining balance of the liability. Finance charges are recorded as a finance cost. Leases with a term of 12 months or less and leases for low value assets are not recorded as a liability and these lease payments are recognised as an expense in profit or loss on a straight-line basis over the lease term.

#### Lease of lessor

For a lessor, a lease is classified as either an operating lease or a finance lease. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset. Rental income from operating leases is recognised in profit or loss on a straight-line basis over the term of the relevant lease unless another systematic basis is representative of the time pattern of the user's benefit, even if the payments are not on that basis.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION AND OTHER EXPLANATORY INFORMATION (CONTINUED)

### 2A. Material accounting policy information (Continued)

#### Subsidiaries

A subsidiary is an entity including unincorporated and special purpose entity that is controlled by the Group and the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. The existence and effect of substantive potential voting rights that the Group has the practical ability to exercise (that is, substantive rights) are considered when assessing whether the Group controls another entity.

In the Company's separate financial statements, an investment in a subsidiary is accounted for at cost less any allowance for impairment. Impairment loss recognised in profit or loss for a subsidiary is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying value and the net book value of the investment in a subsidiary are not necessarily indicative of the amount that would be realised in a current market exchange.

#### Joint ventures

A joint arrangement (that is, either a joint operation or a joint venture, depending on the rights and obligations of the jointly controlling parties to the arrangement), is one in which the Group is party to an arrangement of which two or more parties have joint control, which is the contractually agreed sharing of control of the arrangement; it exists only when decisions about the relevant activities (that is, activities that significantly affect the returns of the arrangement) require the unanimous consent of the parties sharing control. In a joint venture, the parties with joint control have rights to the net assets of the arrangement.

In the consolidated financial statements, the accounting for investments in a joint venture is based on the equity method. Under the equity method, the investment is initially recognised at cost and adjusted thereafter for the post-acquisition change in the investor's share of the investee's net assets. The carrying value and the net book value of the investment in the joint venture are not necessarily indicative of the amounts that would be realised in a current market exchange. The investor's profit or loss and other comprehensive income includes its share of the investee's profit or loss and the investee's other comprehensive income. Losses of a joint venture in excess of the Group's interest in the relevant joint venture are not recognised except to the extent that the Group has an obligation to fund the joint venture's operations or made payments on behalf of the joint venture. Unrealised gains resulting from transactions between the Group and a joint venture are eliminated in the financial statements only to the extent of the Group's interests in the joint venture. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of joint venture are changed where necessary to ensure consistency with the policies adopted by the Group.

The Group discontinues the use of the equity method from the date when its investment ceases to be a joint venture and accounts for the investment in accordance with SFRS(I) 9 from that date. Any gain or loss is recognised in profit or loss. Any investment retained in the former joint venture is measured at fair value at the date that it ceases to be a joint venture.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION AND OTHER EXPLANATORY INFORMATION (CONTINUED)

### 2A. Material accounting policy information (Continued)

#### Joint ventures (Continued)

In the Company's separate financial statements, an investment in joint venture is accounted for at cost less any allowance for impairment. Impairment loss recognised in profit or loss for joint venture is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The carrying value and the net book value of an investment in joint venture are not necessarily indicative of the amounts that would be realised in a current market exchange.

#### Goodwill

Goodwill is an asset representing the future economic benefits arising from other assets acquired in a business combination that are not individually identified and separately recognised. Goodwill recognised as of the acquisition date is measured as the excess of (a) over (b); (a) being the aggregate of: (i) the consideration transferred which generally requires acquisition-date fair value; (ii) the amount of any non-controlling interest in the acquiree measured in accordance with SFRS(I) 3 (measured either at fair value or as the non-controlling interest's proportionate share of the acquiree's net identifiable assets); and (iii) in a business combination achieved in stages, the acquisition-date fair value of the acquirer's previously held equity interest in the acquiree; and (b) being the net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed measured in accordance with SFRS(I) 3.

After initial recognition, goodwill acquired in a business combination is measured at cost less any accumulated impairment losses. Goodwill is not amortised. Irrespective of whether there is any indication of impairment, goodwill and also any intangible asset with an indefinite useful life or any intangible asset not yet available for use are tested for impairment at least annually. Goodwill impairment is not reversed in any circumstances.

For the purpose of impairment testing and since the acquisition date of the business combination, goodwill is allocated to each CGU, or group of CGUs that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the acquiree were assigned to those units or group of units. Each unit or group of units to which the goodwill is so allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes and is not larger than a segment.

#### Inventories

Inventories are measured at the lower of cost (weighted average method) and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale. A write down on cost is made where the cost is not recoverable or if the selling prices have declined. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. In the case of manufactured inventories and work in progress, cost includes an appropriate share of overheads based on normal operating capacity.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION AND OTHER EXPLANATORY INFORMATION (CONTINUED)

### 2A. Material accounting policy information (Continued)

#### Carrying amounts of non-financial assets

Irrespective of whether there is any indication of impairment, an annual impairment test is performed at the same time every year on an intangible asset with an indefinite useful life or an intangible asset not yet available for use. The carrying amount of other non-financial assets is reviewed at each end of the reporting year for indications of impairment and where an asset is impaired, it is written down through profit or loss to its estimated recoverable amount. The impairment loss is the excess of the carrying amount over the recoverable amount and is recognised in profit or loss. The recoverable amount of an asset or a CGU is the higher of its fair value less costs to sell and its value in use. When the fair value less costs to sell method is used, any available recent market transactions are taken into consideration. When the value in use method is adopted, in assessing the value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (CGU). At each end of the reporting year, non-financial assets other than goodwill with impairment loss recognised in prior periods are assessed for possible reversal of the impairment. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

#### Financial instruments

##### Recognition and derecognition of financial instruments

A financial asset or a financial liability is recognised when, and only when, the entity becomes party to the contractual provisions of the instrument. All other financial instruments (including regular-way purchases and sales of financial assets) are recognised and derecognised, as applicable, using trade date accounting or settlement date accounting. A financial asset is derecognised when the contractual rights to the cash flows from the financial asset expire or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the entity neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset. A financial liability is removed from the statement of financial position when, and only when, it is extinguished, that is, when the obligation specified in the contract is discharged or cancelled or expires.

At initial recognition, the financial asset or financial liability is measured at its fair value plus or minus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION AND OTHER EXPLANATORY INFORMATION (CONTINUED)

### 2A. Material accounting policy information (Continued)

#### Financial instruments (Continued)

##### Classification of financial assets and financial liabilities and subsequent measurement:

The financial reporting standard on financial instruments requires certain classification of financial assets and financial liabilities. At the end of the reporting year, the reporting entity had the following classes:

- Financial asset measured at amortised cost: A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as financial asset at fair value through profit or loss ("FVTPL"), that is (a) the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and (b) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Typically trade and other receivables, bank and cash balances are in this class.
- Financial asset measured at FVTPL: All other financial assets are measured at FVTPL. In addition, on initial recognition, management may irrevocably designate a financial asset measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise from measuring assets or liabilities or recognising the gains and losses on them on different bases.
- Financial liabilities measured at FVTPL in either of the following circumstances: (a) the liabilities are managed, evaluated and reported internally on a fair value basis; or (b) the designation eliminates or significantly reduces an accounting mismatch that would otherwise arise. All other financial liabilities are carried at amortised cost using the effective interest method. Reclassification of any financial liability is not permitted.

#### Cash and cash equivalents

For the statement of cash flows, cash and cash equivalents includes cash and cash equivalents less cash subject to restriction. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Cash flows are reported using the indirect method, whereby profit or loss is adjusted for the effects of transactions of a non-cash nature, and items of income or expense associated with investing or financing cash flows.

#### Fair value measurement

The fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. When measuring the fair value of an asset or a liability, market observable data to the extent possible is used. If the fair value of an asset or a liability is not directly observable, an estimate is made using valuation techniques that maximise the use of relevant observable inputs and minimise the use of unobservable inputs (e.g., by use of the market comparable approach that reflects recent transaction prices for similar items, discounted cash flow analysis, or option pricing models refined to reflect the issuer's specific circumstances). Inputs used are consistent with the characteristics of the asset/liability that market participants would take into account. The Group's intention to hold an asset or to settle or otherwise fulfil a liability is not taken into account as relevant when measuring fair value.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION AND OTHER EXPLANATORY INFORMATION (CONTINUED)

### 2A. Material accounting policy information (Continued)

#### Fair value measurement (Continued)

Fair values are categorised into different levels in a fair value hierarchy based on the degree to which the inputs to the measurement are observable and the significance of the inputs to the fair value measurement in its entirety: Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities. Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices). Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs). Transfers between levels of the fair value hierarchy are recognised at the end of the reporting period during which the change occurred.

The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments and the disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value. The fair values of non-current financial instruments may not be disclosed separately unless there are significant differences at the end of the reporting year and in the event the fair values are disclosed in the relevant notes to the financial statements. The recurring measurements are made at each reporting year end date.

#### Segment reporting

The Group discloses financial and descriptive information about its consolidated reportable segments. Reportable segments are operating segments or aggregations of operating segments that meet specified criteria. Operating segments are components about which separate financial information is available that is evaluated regularly by the chief operating decision maker in deciding how to allocate resources and in assessing the performance. Generally, financial information is reported on the same basis as is used internally for evaluating operating segment performance and deciding how to allocate resources to operating segments.

#### Provisions

A liability or provision is recognised when there is a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. A provision is made using best estimates of the amount required in settlement and where the effect of the time value of money is material, the amount recognised is the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense. Changes in estimates are reflected in profit or loss in the reporting year they occur.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2. MATERIAL ACCOUNTING POLICY INFORMATION AND OTHER EXPLANATORY INFORMATION (CONTINUED)

### 2B. Judgements and sources of estimation uncertainties

Disclosures on material information about the assumptions management made about the future, and other major sources of estimation uncertainty at the end of the reporting year, that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next reporting year are discussed below or in the corresponding notes to these financial statements. These estimates and assumptions are periodically monitored to ensure they incorporate all relevant information available at the date when financial statements are prepared. However, this does not prevent actual figures differing from estimates.

#### Assessing the carrying amounts of property, plant and equipment and right-of-use assets

An assessment is made for the reporting year whether there is any indication that the asset may be impaired. If any such indication exists, an estimate is made of the recoverable amount of the asset. The recoverable amounts of CGU is measured based on the value in use calculations. It is impracticable to disclose the extent of the possible effects. It is reasonably possible, based on existing knowledge, that outcomes within the next reporting year that are different from assumptions could require a material adjustment to the carrying amount of the balances affected. The carrying amount of property, plant and equipment and right-of-use assets are disclosed in Notes 13 and 14 respectively.

#### Measuring the fair value of financial instruments

The fair value of investment in equity interests of unquoted entity is not based on quoted price in an active market. Therefore, there is significant measurement uncertainty involved in the measurement of fair value. Management has engaged an external valuer to perform an independent valuation of this investment as at 31 December 2025 and the fair value is established by using valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs. The fair value was determined based on the adjusted net assets approach. The fair value of investment in equity interests of unquoted entity is disclosed in Note 18B.

#### Assessing expected credit loss allowance on trade receivables

The assessment of the expected credit losses ("ECL") requires a degree of estimation and judgement. In measuring the expected credit losses, management considers all reasonable and supportable information such as the Group's past experience at collecting receipts, any increase in the number of delayed receipts in the portfolio past the average credit period, and forward-looking information such as forecasts of future economic conditions. The carrying amounts might change materially within the next reporting year but these changes may not arise from assumptions or other sources of estimation uncertainty at the end of the reporting year. The carrying amount of trade receivables is disclosed in Note 21.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 3. RELATED PARTY RELATIONSHIPS AND TRANSACTIONS

The financial reporting standard on related party disclosures requires the Company to disclose: (a) related party relationships, transactions and outstanding balances, including commitments, (b) relationships between parents and subsidiaries irrespective of whether there have been transactions between those related parties. A party is related to another party if the party controls, or is controlled by, or can significantly influence or is significantly influenced by the other party.

The ultimate controlling parties are Dr Ho Leng Woon and Mdm Lau Woon Chan, who are the directors and major shareholders of the Company. Related companies in these financial statements include the members of the Group. Associates and joint ventures also include those that are associates and joint ventures of the Company and/or related companies.

### 3A. Related party transactions

There are transactions and arrangements between the Group and related parties and the effects of these on the basis determined between the parties are reflected in these financial statements. The intercompany balances are unsecured without fixed repayment terms and interest-free unless stated otherwise. In addition to the transactions and balances disclosed elsewhere in the notes to the financial statements, other related party transactions includes the following:

	Group	
	2025 \$'000	2024 \$'000
Joint venture		
Sale of goods	1,922	1,923
Licensing fee income	11	11
	<u>11</u>	<u>11</u>

### 3B. Key management compensation

	Group	
	2025 \$'000	2024 \$'000
Salaries and other short-term employee benefits <sup>(#)</sup>	1,498	1,491
Contributions to defined contribution plan	66	66
	<u>1,564</u>	<u>1,557</u>

(#) Salaries and other short-term employee benefits include accrual adjustments made during the year.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 3. RELATED PARTY RELATIONSHIPS AND TRANSACTIONS (CONTINUED)

### 3B. Key management compensation (Continued)

The amounts set out above are included under employee benefits expense. Included in the amounts are the following items:

	Group	
	2025	2024
	\$'000	\$'000
Remuneration of directors of the Company	1,134	1,126
Remuneration of directors of subsidiaries	430	431
Fees to directors of the Company	90	90

Further information about the remuneration of individual directors is provided in the report on corporate governance included in the annual report of the Company. Key management personnel are the directors and those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly. The above amounts for key management compensation are for all the directors of the Company and of the subsidiaries.

## 4. FINANCIAL INFORMATION BY OPERATING SEGMENTS

### 4A. Information on reportable segments

Disclosure of information about operating segments, products and services, geographical area and major customers are presented as required by SFRS(I) 8 *Operating Segments*. This financial reporting standard has no impact on the reported financial performance or financial position of the Group.

For management purposes, the Group is organised into two operating segments as follows:

- (a) Manufacturing segment, which includes the manufacturing of a range of lubricating oils and specialty chemicals for industrial, automotive and marine applications, as well as the provision of oil blending services and rental of cleaning equipment to its customers; and
- (b) Trading segment, which includes trading in base oils, lubricant components, commodity chemicals and etc.

Such a structural organisation is determined by the nature of risks and returns associated with each business segment and defines the management structure as well as internal reporting system. It represents the basis on which management reports the primary segment information. They are managed separately because each business requires a different strategy.

Inter-segment sales are measured on the basis that the Group actually used to price the transfers. Internal transfer pricing policies of the Group are as far as practicable on market prices. The accounting policies of the operating segments are the same as those described in the summary of material accounting policies.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 4. FINANCIAL INFORMATION BY OPERATING SEGMENTS (CONTINUED)

### 4B. Profit or loss for the year and reconciliations

	Manufacturing \$'000	Trading \$'000	Unallocated \$'000	Total \$'000
<b>2025</b>				
Revenue by segment	36,917	21,883	–	58,800
Inter-segment sales	(818)	(1,230)	–	(2,048)
Total revenue	<u>36,099</u>	<u>20,653</u>	–	<u>56,752</u>
Gross profit	<u>7,569</u>	<u>1,879</u>	–	<u>9,448</u>
Interest income			613	613
Other gains			722	722
Finance costs			(128)	(128)
Other losses and other charges			(42)	(42)
Unallocated expenses			(8,993)	(8,993)
Share of results of equity – accounted joint ventures			225	<u>225</u>
Profit before tax				<u>1,845</u>
Income tax expense			(266)	<u>(266)</u>
Profit for the year				<u>1,579</u>
<b>2024</b>				
Revenue by segment	39,174	17,604	–	56,778
Inter-segment sales	(732)	(1,323)	–	(2,055)
Total revenue	<u>38,442</u>	<u>16,281</u>	–	<u>54,723</u>
Gross profit	<u>7,999</u>	<u>1,824</u>	–	<u>9,823</u>
Interest income			783	783
Other gains			931	931
Finance costs			(136)	(136)
Other losses and other charges			(601)	(601)
Unallocated expenses			(8,667)	(8,667)
Share of results of equity – accounted joint ventures			96	<u>96</u>
Profit before tax				<u>2,229</u>
Income tax expense			(174)	<u>(174)</u>
Profit for the year				<u>2,055</u>

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 4. FINANCIAL INFORMATION BY OPERATING SEGMENTS (CONTINUED)

### 4C. Assets and reconciliations

	Manufacturing \$'000	Trading \$'000	Unallocated \$'000	Total \$'000
<b>2025</b>				
Total assets for reportable segments	19,828	5,514	–	25,342
Unallocated:				
– Deferred tax assets	–	–	45	45
– Cash and cash equivalents	–	–	26,995	26,995
– Investments in joint ventures	–	–	2,551	2,551
– Right-of-use assets	–	–	4,165	4,165
– Other unallocated amounts	–	–	9,590	9,590
Total assets	<u>19,828</u>	<u>5,514</u>	<u>43,346</u>	<u>68,688</u>

### 2024

Total assets for reportable segments	22,838	4,337	–	27,175
Unallocated:				
– Deferred tax assets	–	–	45	45
– Cash and cash equivalents	–	–	26,205	26,205
– Investments in joint ventures	–	–	2,500	2,500
– Right-of-use assets	–	–	4,524	4,524
– Other unallocated amounts	–	–	9,993	9,993
Total assets	<u>22,838</u>	<u>4,337</u>	<u>43,267</u>	<u>70,442</u>

### 4D. Liabilities and reconciliations

	Manufacturing \$'000	Trading \$'000	Unallocated \$'000	Total \$'000
<b>2025</b>				
Total liabilities for reportable segments	2,808	1,199	–	4,007
Unallocated:				
– Deferred and current tax liabilities	–	–	938	938
– Lease liabilities	–	–	4,563	4,563
– Other unallocated amounts	–	–	1,470	1,470
Total liabilities	<u>2,808</u>	<u>1,199</u>	<u>6,971</u>	<u>10,978</u>

### 2024

Total liabilities for reportable segments	2,986	1,148	–	4,134
Unallocated:				
– Deferred and current tax liabilities	–	–	828	828
– Lease liabilities	–	–	4,841	4,841
– Other unallocated amounts	–	–	1,603	1,603
Total liabilities	<u>2,986</u>	<u>1,148</u>	<u>7,272</u>	<u>11,406</u>

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 4. FINANCIAL INFORMATION BY OPERATING SEGMENTS (CONTINUED)

### 4E. Other material items and reconciliations

	Manufacturing \$'000	Trading \$'000	Unallocated \$'000	Total \$'000
<u>Depreciation</u>				
<b>2025</b>	<b>817</b>	<b>63</b>	<b>1,049</b>	<b>1,929</b>
<b>2024</b>	<b>802</b>	<b>64</b>	<b>1,065</b>	<b>1,931</b>
<u>Capital expenditure</u>				
<b>2025</b>	<b>328</b>	–	<b>231</b>	<b>559</b>
<b>2024</b>	<b>812</b>	–	<b>416</b>	<b>1,228</b>

### 4F. Geographical information

The revenue and non-current assets are disaggregated into Singapore, Southeast Asia (excluding Singapore), Middle East, East Asia, Indian Subcontinent and other region which are in compliance with SFRS(I) 8.

	Revenue		Non-current assets	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Singapore	<b>33,349</b>	34,409	<b>16,787</b>	18,619
Southeast Asia (excluding Singapore)	<b>9,008</b>	7,061	<b>1,968</b>	1,952
Middle East	<b>6,807</b>	5,321	–	–
East Asia	<b>3,625</b>	4,377	<b>1,361</b>	1,389
Indian Subcontinent	<b>3,178</b>	2,013	–	–
Other region	<b>785</b>	1,542	–	–
	<b>56,752</b>	54,723	<b>20,116</b>	21,960

Revenue is attributed to the geographical areas where they are derived by the Group. The non-current assets are analysed by the geographical areas in which the assets are located. The non-current assets exclude deferred tax assets, other financial assets and convertible promissory notes.

### 4G. Information on major customers

One customer contributed more than 10% of the Group's revenue (2024: one customer). Total sales to this customer for reporting year ended 31 December 2025 was approximately \$12,665,000 (2024: \$13,092,000).

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 5. REVENUE

### 5A. Classification by type of goods or services

	Group	
	2025 \$'000	2024 \$'000
Sale of goods	53,307	51,036
Rendering of services	2,176	2,454
Rental revenue	1,269	1,233
	<u>56,752</u>	<u>54,723</u>

### 5B. Classification by duration of contracts

	Group	
	2025 \$'000	2024 \$'000
Short-term contracts	56,752	54,723

### 5C. Classification by timing of revenue recognition

	Group	
	2025 \$'000	2024 \$'000
Point in time	55,483	53,490
Over time	1,269	1,233
	<u>56,752</u>	<u>54,723</u>

The customers are mainly corporate customers.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 6. OTHER GAINS/(OTHER LOSSES AND CHARGES)

	Group	
	2025 \$'000	2024 \$'000
Allowance for impairment of trade receivables (Note 21)	(18)	(53)
Bad debts written-off on trade receivables	(20)	(12)
Compensation income <sup>(a)</sup>	–	330
Dividend income	90	102
Deposit income – forfeited from customers	85	–
Donation made to Nanyang Technological University <sup>(b)</sup>	–	(506)
Foreign exchange adjustments	218	(30)
Gain on disposal of plant and equipment	17	126
Government grant income	113	146
Income from 2019 agreement <sup>(c)</sup>	70	100
Interest income from insurance policy (Note 18A)	68	61
Plant and equipment written off	(4)	–
Royalty and licensing fee income	35	36
Other income	26	30
	<b>680</b>	<b>330</b>
Presented in profit or loss as:		
Other gains	722	931
Other losses and charges	(42)	(601)
	<b>680</b>	<b>330</b>

(a) During the previous reporting year, a subsidiary received compensation from a contractor for settlement of damages caused to a premise of the subsidiary while carrying out improvement works on behalf of a neighbouring unit. After offsetting the related legal costs, \$330,000 of compensation income was recognised as other gain.

(b) One-off donation was made to Nanyang Technological University during previous reporting year to mark the Company's 50<sup>th</sup> anniversary in 2025.

(c) In 2008, a subsidiary entered into an agreement with a Vietnam company to establish a joint arrangement for acquiring three parcels of land in Vietnam. The subsidiary paid a deposit of US\$469,000. However, the land purchase and joint arrangement did not materialise. In 2019, the subsidiary and the Vietnam company entered into an agreement to terminate the original arrangement and the deposit of US\$469,000 and interest charges (the "surplus amount") of US\$231,000 will be refunded. The surplus amount of US\$54,000 (equivalent to \$70,000) received during the reporting year is recorded as other gain. In total, US\$700,000 representing deposit and surplus amount have been fully collected as at 31 December 2025.

## 7. DISTRIBUTION COSTS AND ADMINISTRATIVE EXPENSES

Material components include the following:

	Group	
	2025 \$'000	2024 \$'000
<u>Distribution costs</u>		
Employee benefits expense	<b>1,368</b>	1,382
<u>Administrative expenses</u>		
Employee benefits expense	<b>4,441</b>	4,256
Depreciation expense	<b>573</b>	561

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 8. FINANCE COSTS

	Group	
	2025 \$'000	2024 \$'000
Interest expense on lease liabilities	128	136

## 9. EMPLOYEE BENEFITS EXPENSE

	Group	
	2025 \$'000	2024 \$'000
Salaries and other short-term employee benefits	7,439	7,239
Contributions to defined contribution plan	568	539
Others	258	157
	<b>8,265</b>	<b>7,935</b>

Employee benefits expenses are included in:

Cost of sales	2,456	2,297
Distribution costs	1,368	1,382
Administrative expenses	4,441	4,256
	<b>8,265</b>	<b>7,935</b>

## 10. INCOME TAX EXPENSE

### 10A. Components of tax expense recognised in profit or loss

	Group	
	2025 \$'000	2024 \$'000
<u>Current tax</u>		
Current tax expense	345	252
Adjustments in respect of prior years	(80)	(67)
	<b>265</b>	<b>185</b>
<u>Deferred tax</u>		
Deferred tax income	–	113
Adjustments in respect of prior years	–	(125)
	–	(12)
<u>Withholding tax</u>		
Withholding tax expense	1	1
	<b>1</b>	<b>1</b>
	<b>266</b>	<b>174</b>

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 10. INCOME TAX EXPENSE (CONTINUED)

### 10A. Components of tax expense recognised in profit or loss (Continued)

The income tax in profit or loss varied from the amount of income tax amount determined by applying the Singapore statutory tax rate of 17% (2024: 17%) to profit or loss before tax as a result of the following differences:

	Group	
	2025 \$'000	2024 \$'000
Profit before tax	1,845	2,229
Less: Share of results of equity-accounted joint ventures	(225)	(96)
	<u>1,620</u>	<u>2,133</u>
Income tax calculated at above statutory tax rate	275	363
Non-deductible items	132	37
Adjustments to current tax in respect of prior years	(80)	(67)
Adjustments to deferred tax in respect of prior years	–	(125)
Tax exemptions	(62)	(35)
Withholding tax expense	1	1
Total income tax expense	<u>266</u>	<u>174</u>

There are no income tax consequences of dividends to owners of the Company. Temporary differences arising in connection with interests in subsidiaries and joint ventures are insignificant.

### 10B. Deferred tax income recognised in profit or loss

	Group	
	2025 \$'000	2024 \$'000
Excess of net book value over tax value of property, plant and equipment	(5)	(20)
Excess of tax value over net book value of property, plant and equipment	4	3
Deferred tax relating to depreciation of right-of-use assets and interest on lease liabilities	(14)	–
Provision for unutilised leave	(1)	2
Tax loss carryforwards	16	3
Total deferred tax income recognised in profit or loss	<u>–</u>	<u>(12)</u>

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 10. INCOME TAX EXPENSE (CONTINUED)

### 10C. Deferred tax in statement of financial position

	Group	
	2025 \$'000	2024 \$'000
Excess of book value over tax value of property, plant and equipment	(669)	(674)
Excess of tax value over book value of property, plant and equipment	13	17
Deferred tax relating to depreciation of right-of-use assets and interest on lease liabilities	56	42
Provision for unutilised leave	26	25
Tax loss carryforwards	23	17
Net balance	<u>(551)</u>	<u>(573)</u>
Presented in consolidated statement of financial position as follows:		
Deferred tax assets	45	45
Deferred tax liabilities	<u>(596)</u>	<u>(618)</u>
Net balance	<u>(551)</u>	<u>(573)</u>

The realisation of the future income tax benefits from tax loss carryforwards are available for an unlimited future period subject to the conditions imposed by law including the retention of majority shareholders as defined.

It is impracticable to estimate the amount expected to be settled or used within one year.

## 11. EARNINGS PER SHARE

Basic earnings per share is calculated by dividing profit attributable to owners of the Company for the reporting year, net of tax by the weighted average number of shares outstanding during the reporting year.

The following illustrated the numerator and denominator used to calculate basic earnings per share of no par value:

	Group	
	2025 \$'000	2024 \$'000
<u>Numerator</u>		
Profit for the year attributable to owners of the Company	<u>1,579</u>	<u>2,055</u>
<u>Denominator</u>		
Weighted average number of shares	<u>164,531</u>	<u>164,531</u>

Diluted earnings per share is the same as basic earnings per share as there were no potential dilutive ordinary shares existing during the respective reporting years.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 12. DIVIDENDS

	Group and Company	
	2025	2024
	\$'000	\$'000
Final tax-exempt (1-tier) dividends paid at 0.50 cent (2024: 0.50 cent) per share	<u>823</u>	<u>823</u>

On 26 February 2026, the directors proposed a final dividend of 0.50 cent per ordinary share, amounting to \$823,000. This dividend is subject to approval by shareholders at the forthcoming annual general meeting and has not been included as a liability in these financial statements. The proposed dividend is payable in respect of all ordinary shares in issue at the end of the reporting year and any new qualifying shares issued up to the date the dividend becomes payable. There are no income tax consequences of the dividends to the shareholders.

## 13. PROPERTY, PLANT AND EQUIPMENT

<u>Group</u>	<u>Leasehold properties and improvements \$'000</u>	<u>Plant and equipment \$'000</u>	<u>Total \$'000</u>
<u>Cost</u>			
At 1 January 2024	16,976	14,329	31,305
Additions	23	1,180	1,203
Disposals	–	(552)	(552)
Written-off	–	(58)	(58)
Foreign exchange adjustments	333	220	553
At 31 December 2024	<b>17,332</b>	<b>15,119</b>	<b>32,451</b>
Additions	<b>79</b>	<b>480</b>	<b>559</b>
Disposals	–	<b>(168)</b>	<b>(168)</b>
Written-off	–	<b>(68)</b>	<b>(68)</b>
Foreign exchange adjustments	<b>(533)</b>	<b>(338)</b>	<b>(871)</b>
At 31 December 2025	<b>16,878</b>	<b>15,025</b>	<b>31,903</b>
<u>Accumulated depreciation</u>			
At 1 January 2024	5,964	10,760	16,724
Depreciation for the year	675	914	1,589
Disposals	–	(543)	(543)
Written-off	–	(58)	(58)
Foreign exchange adjustments	89	123	212
At 31 December 2024	<b>6,728</b>	<b>11,196</b>	<b>17,924</b>
Depreciation for the year	<b>652</b>	<b>936</b>	<b>1,588</b>
Disposals	–	<b>(166)</b>	<b>(166)</b>
Written-off	–	<b>(64)</b>	<b>(64)</b>
Foreign exchange adjustments	<b>(157)</b>	<b>(213)</b>	<b>(370)</b>
At 31 December 2025	<b>7,223</b>	<b>11,689</b>	<b>18,912</b>
<u>Carrying amount</u>			
At 1 January 2024	<u>11,012</u>	<u>3,569</u>	<u>14,581</u>
At 31 December 2024	<u>10,604</u>	<u>3,923</u>	<u>14,527</u>
At 31 December 2025	<b><u>9,655</u></b>	<b><u>3,336</u></b>	<b><u>12,991</u></b>

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 13. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Allocation of depreciation expense is as follows:

	Group		
	2025 \$'000	2024 \$'000	2024 \$'000
Cost of sales	1,029	1,041	
Administrative expenses	559	548	
	<b>1,588</b>	<b>1,589</b>	
	<b>Leasehold properties and improvements \$'000</b>	<b>Plant and equipment \$'000</b>	<b>Total \$'000</b>
<b>Company</b>			
<u>Cost</u>			
At 1 January 2024	1,275	1,122	2,397
Additions	–	191	191
Disposals	–	(459)	(459)
Foreign exchange adjustments	39	32	71
At 31 December 2024	<b>1,314</b>	<b>886</b>	<b>2,200</b>
Foreign exchange adjustments	<b>(64)</b>	<b>(42)</b>	<b>(106)</b>
At 31 December 2025	<b>1,250</b>	<b>844</b>	<b>2,094</b>
<u>Accumulated depreciation</u>			
At 1 January 2024	1,010	1,017	2,027
Depreciation for the year	16	63	79
Disposals	–	(459)	(459)
Foreign exchange adjustments	31	22	53
At 31 December 2024	<b>1,057</b>	<b>643</b>	<b>1,700</b>
Depreciation for the year	<b>15</b>	<b>86</b>	<b>101</b>
Foreign exchange adjustments	<b>(51)</b>	<b>(32)</b>	<b>(83)</b>
At 31 December 2025	<b>1,021</b>	<b>697</b>	<b>1,718</b>
<u>Carrying amount</u>			
At 1 January 2024	265	105	370
At 31 December 2024	257	243	500
At 31 December 2025	<b>229</b>	<b>147</b>	<b>376</b>

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 13. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

The following properties are held by the Group at the end of the reporting year:

<u>Location of properties</u>	<u>Tenure</u>	<u>Gross land area (sqm)</u>	<u>Gross built-in area (sqm)</u>	<u>Existing use</u>
<i>Singapore</i>				
No. 30 Gul Crescent, Singapore 629535	60 years lease with effect from 1 April 1981 and expiring in March 2041	5,217	1,550	Manufacture of lubricating oils and fluids
No. 18 Pioneer Sector 1, Singapore 628428	64 years and 11 months lease with effect from 1 February 1979 and expiring in December 2043	8,426	4,464	Manufacture of lubricating oils and fluids
No. 19 Tractor Road, Singapore 627977	22 years and 10 months lease with effect from 29 February 2008 and expiring in December 2030	5,988	1,853	Toll-blend and manufacture of chemicals and specialty chemicals
No. 17C Tuas Road, Singapore 637816	30 years lease with effect from 1 July 2010 and expiring in June 2040	490	1,505	Manufacture of chemicals
<i>People's Republic of China ("PRC")</i>				
Rooms 2102 and 2103 East Tower, BHC Business Center, 2218 Hunan Road, Shanghai 201204, PRC	50 years lease with effect from 25 November 2011 and expiring in November 2061	Not applicable	203	Office

# NOTES TO THE FINANCIAL STATEMENTS

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## 14. RIGHT-OF-USE ASSETS

<b>Group</b>	<b>Leased land \$'000</b>
<u>Cost</u>	
At 1 January 2024	6,433
Remeasurement	25
Foreign exchange adjustments	44
At 31 December 2024	<b>6,502</b>
Remeasurement	<b>34</b>
Foreign exchange adjustments	<b>(72)</b>
At 31 December 2025	<b>6,464</b>
<u>Accumulated depreciation</u>	
At 1 January 2024	1,626
Depreciation for the year	342
Foreign exchange adjustments	10
At 31 December 2024	<b>1,978</b>
Depreciation for the year	<b>341</b>
Foreign exchange adjustments	<b>(20)</b>
At 31 December 2025	<b>2,299</b>
<u>Carrying amount</u>	
At 1 January 2024	4,807
At 31 December 2024	4,524
At 31 December 2025	<b>4,165</b>

Allocation of depreciation expense is as follows:

	<b>Group</b>	
	<b>2025 \$'000</b>	<b>2024 \$'000</b>
Cost of sales	<b>327</b>	329
Administrative expenses	<b>14</b>	13
	<b>341</b>	342

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 14. RIGHT-OF-USE ASSETS (CONTINUED)

<u>Company</u>	<u>Leased land</u> <u>\$'000</u>
<u>Cost</u>	
At 1 January 2024	1,459
Foreign exchange adjustments	45
At 31 December 2024	<b>1,504</b>
Foreign exchange adjustments	<b>(74)</b>
At 31 December 2025	<b>1,430</b>
<u>Accumulated depreciation</u>	
At 1 January 2024	320
Depreciation for the year	67
Foreign exchange adjustments	11
At 31 December 2024	<b>398</b>
Depreciation for the year	<b>66</b>
Foreign exchange adjustments	<b>(22)</b>
At 31 December 2025	<b>442</b>
<u>Carrying amount</u>	
At 1 January 2024	1,139
At 31 December 2024	1,106
At 31 December 2025	<b>988</b>

The Group leases four parcels of land in Singapore from Jurong Town Corporation ("JTC") for production facilities and office space. The lease tenure of the land parcels are disclosed in Note 13.

There are restrictions or covenants imposed by the lessor to sublet the asset to another party. The right-of-use asset can only be used by the lessee. Unless permitted by JTC, the leases prohibit selling or pledging the underlying leased assets as security. The lease rentals are subject to an escalation clause but the amount of the rent increase is not to exceed a certain percentage.

# NOTES TO THE FINANCIAL STATEMENTS

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## 14. RIGHT-OF-USE ASSETS (CONTINUED)

Other information on leasing activities relating to right-of-use assets and the related lease liabilities are summarised below:

	Leased land	
	2025	2024
<b>Group</b>		
Number of right-of-use assets	4	4
Remaining term (range)	5 to 18 years	6 to 19 years
Remaining term (average)	13 years	14 years
Number of leases with extension options	2	2
Weighted average incremental borrowing rate applied to lease liabilities	1.43% to 4.00%	1.43% to 4.00%
	<b>2025</b>	<b>2024</b>
<b>Company</b>		
Number of right-of-use assets	1	1
Remaining term	15 years	16 years
Incremental borrowing rate	2.68%	2.68%

The related lease liabilities are disclosed in Note 26.

## 15. GOODWILL

	Group	
	2025 \$'000	2024 \$'000
At beginning and end of the year	409	409

Goodwill is allocated to a CGU for the purpose of impairment testing. This CGU represents the Group's investment in GB Chemicals Pte Ltd ("GB Chemicals"), a subsidiary of the Company (Note 16).

The goodwill is tested for impairment at end of the reporting year. An impairment loss is the amount by which the carrying amount of an asset or a CGU exceeds its recoverable amount. The recoverable amount of an asset or a CGU is the higher of its fair value less costs of disposal or its value in use. The recoverable amounts of CGUs have been measured based on the fair value less costs of disposal method or the value in use method as appropriate for the separate CGUs.

No impairment allowance was recognised by the Group as the carrying amount of the CGU was lower than its recoverable amount.

The value in use was determined by management. The key assumptions for value in use calculations are those regarding the discount rate, growth rate and expected changes to selling prices and direct costs during the year. Management estimates the discount rate using pre-tax rate that reflects current market assessments of the time value of money and risks specific to the CGU. The growth rate is based on industry growth forecasts. Changes in selling prices and direct costs are based on past practices and expectations of future changes in the market.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 15. GOODWILL (CONTINUED)

The impairment test has been carried out using a discounted cash flows model covering a five-year period. Cash flow projections are made based on current year's results with 3.0% growth rate (2024: 3.0%). The estimated discount rate using pre-tax rate that reflects current market assessments at the risks specific to the CGU is 12.2% (2024: 11.7%).

Actual outcomes could vary from these estimates. If the revised estimated gross margin at end of the reporting year had been 10% less favourable than management's estimates or the revised estimated pre-tax discount rate applied to the discounted cash flows had been 10% less favourable than management's estimates, the recoverable amount would still be greater than the carrying value of the goodwill and no impairment for goodwill will be required. If the actual gross margin and pre-tax discount rate had been more favourable than management's estimates, management would not be able to reverse any impairment losses that arose on goodwill because SFRS(I) 1-36 does not permit reversing an impairment loss for goodwill.

The value in use is a recurring fair value measurement (Level 3) determined by management. The quantitative information on value in use measurement using significant unobservable inputs for the CGU are consistent with those used for the measurement last performed.

## 16. INVESTMENTS IN SUBSIDIARIES

	Company	
	2025 \$'000	2024 \$'000
Unquoted equity shares at cost	16,891	16,394
Foreign exchange adjustments	(815)	497
	<b>16,076</b>	16,891
Less: Allowance for impairment	(1,200)	(996)
	<b>14,876</b>	15,895
Quasi-equity loan <sup>(#)</sup>	1,914	1,857
Foreign exchange adjustments	(93)	57
	<b>1,821</b>	1,914
	<b>16,697</b>	17,809
Movements in allowance for impairment are as follows:		
At beginning of the year	996	847
Additions	257	121
Foreign exchange adjustments	(53)	28
At end of the year	<b>1,200</b>	996

(#) The quasi-equity loan represents an interest-free loan from the Company to its subsidiary, AP (Vietnam) Holdings Pte Ltd ("AP Vietnam"). This loan is not expected to be repaid in the foreseeable future.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 16. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

Information of the subsidiaries are as follows:

Name	Country of incorporation	Principal activities	Proportion of ownership interest	
			2025 %	2024 %
<i>Held by the Company</i>				
A.I.M. Chemical Industries Pte Ltd <sup>(a)</sup>	Singapore	Toll-blending and manufacturing of specialty chemicals and trading of chemical products	100	100
Alpha Pacific Petroleum (S) Pte Ltd <sup>(a)</sup>	Singapore	Provision of oil blending services	100	100
AP Oil Pte Ltd ("APOPL") <sup>(a)</sup>	Singapore	Manufacturing of lubricating oils, provision of oil blending services, and trading of base oils and lubricant components	100	100
GB Chemicals <sup>(a)</sup>	Singapore	Manufacturing and trading of cleaning and chemical products and trading of equipment	100	100
Axel Oil Pte Ltd <sup>(a)</sup>	Singapore	Investment holding	100	100
AP Vietnam <sup>(a)</sup>	Singapore	Investment holding	100	100
Alpha Pacific Developments Holdings Pte Ltd <sup>(a)</sup>	Singapore	Dormant	100	100
AP Oil Singapore (Shanghai) Limited <sup>(b)</sup>	PRC	Wholesale, import and export of lubricating oils	100	100
<i>Held through APOPL</i>				
AP Tang Mining Phil. Corporation <sup>(c)</sup>	Philippines	Dormant	90	90
<i>Held through A.I.M. Chemical Industries Pte Ltd</i>				
Singapore Life-Science Solutions and Supplements Pte Ltd <sup>(a)</sup>	Singapore	Dormant	100	–

(a) Audited by RSM SG Assurance LLP in Singapore.

(b) Audited by Zhongzhun Certified Public Accountants, which is not a member firm of RSM International of which RSM SG Assurance LLP in Singapore is a member.

(c) Not audited as it is immaterial. Two shares, representing 0.008% interest in the subsidiary, are held in trust by certain directors of the Company.

There are no subsidiaries with non-controlling interest that are considered material to the reporting entity.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 17. INVESTMENTS IN JOINT VENTURES

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
At beginning of the year	2,500	2,439	518	502
Share of results for the year <sup>(#)</sup>	225	96	–	–
Foreign exchange adjustments	(174)	(35)	(25)	16
At end of the year	<b>2,551</b>	<b>2,500</b>	<b>493</b>	<b>518</b>

(#) The accounting for investments in joint ventures is based on the equity method (refer Note 2A); and the unaudited financial statements as at 31 December of the joint ventures are used for accounting purposes. Any subsequent adjustments noted in the audited financial statements, which have an impact, will be reflected in the share of results of the ensuing year.

The carrying value comprises the following:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Unquoted equity shares at cost	1,831	1,831	534	534
Share of post-acquisition results, net of dividends received	1,698	1,473	–	–
Foreign exchange adjustments	(978)	(804)	(41)	(16)
	<b>2,551</b>	<b>2,500</b>	<b>493</b>	<b>518</b>

Information on the joint ventures are as follows:

Name	Country of incorporation	Principal activities	Proportion of ownership interest	
			2025 %	2024 %
<i>Held by the Company</i>				
AP Oil Singapore (Chongqing) Ltd ("AP Oil Chongqing") <sup>(a)</sup>	PRC	Trading of petroleum lubricating oils, base oils, lubricant components and petrochemical related products	51	51
<i>Held through AP Vietnam</i>				
AP Saigon Petro Joint Stock Company ("AP Saigon") <sup>(b)</sup>	Vietnam	Manufacturing and blending of all types of lubricants, lubricant components and chemicals and provision of logistics services for lubricants, chemicals, lubricant components and petroleum related products	30	30

(a) Audited by Chongqing Kaihong Certified Public Accountants Co. Ltd, which is not a member firm of RSM International of which RSM SG Assurance LLP in Singapore is a member.

(b) Audited by RSM Vietnam Auditing & Consulting Company Ltd, a member firm of RSM International of which RSM SG Assurance LLP in Singapore is a member.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 17. INVESTMENTS IN JOINT VENTURES (CONTINUED)

### 17A. AP Oil Chongqing

AP Oil Chongqing was established by the Company and another entity. The parties expect the arrangement to benefit them in different ways. AP Oil Chongqing's legal form causes it to be a separate vehicle to be considered in its own right. The articles and association of AP Oil Chongqing establishes joint control of the activities of AP Oil Chongqing. The joint arrangement is carried out through a separate vehicle, whose legal form confers separation between the parties and the separate vehicle, and the parties have rights to the net assets of AP Oil Chongqing. The Company recognises its rights to the net assets of AP Oil Chongqing as investment and accounts for it using the equity method.

AP Oil Chongqing is considered as an immaterial joint venture to the Group. The summarised financial information for AP Oil Chongqing and the amounts (and not the Group's share of those amounts) based on the financial statements of AP Oil Chongqing are set out below. These are adjusted to reflect adjustments made by the Company when using the equity method.

	Group	
	2025 \$'000	2024 \$'000
Revenue	1,035	921
Profit/(Loss) for the year	65	(13)
Net assets of joint venture	<u>1,143</u>	<u>1,076</u>

### 17B. AP Saigon

AP Saigon was established by the Company and two other entities. The parties expect the arrangement to benefit them in different ways. AP Saigon's legal form causes it to be a separate vehicle to be considered in its own right. The shareholders' agreement establishes joint control of the activities of AP Saigon. The joint arrangement is carried out through a separate vehicle, whose legal form confers separation between the parties and the separate vehicle, and the parties have rights to the net assets of AP Saigon. The Company recognises its rights to the net assets of AP Saigon as investment and accounts for it using the equity method.

The summarised financial information for AP Saigon and the amounts (and not the Group's share of those amounts) based on the financial statements of AP Saigon are set out below. These are adjusted to reflect adjustments made by the Company when using the equity method.

	Group	
	2025 \$'000	2024 \$'000
Revenue	15,448	14,696
Profit for the year	582	354
Includes:		
– Depreciation and amortisation	(96)	(108)
– Interest income	290	487
– Interest expense	(191)	(132)
– Income tax expense	<u>(103)</u>	<u>(88)</u>

# NOTES TO THE FINANCIAL STATEMENTS

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## 17. INVESTMENTS IN JOINT VENTURES (CONTINUED)

### 17B. AP Saigon (Continued)

	Group	
	2025 \$'000	2024 \$'000
Current assets <sup>(a)</sup>	14,354	13,553
Non-current assets	528	466
Current liabilities	(8,232)	(7,520)
Non-current liabilities	(95)	–
Net assets	6,555	6,499
<sup>(a)</sup> Includes cash and cash equivalents	537	921
Net assets of joint venture	6,555	6,499
Proportion of ownership interest	30%	30%
Carrying amount of interest in joint venture	1,967	1,950

## 18. OTHER FINANCIAL ASSETS

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Key man life insurance policy (Note 18A)	1,094	1,090	1,094	1,090
Investment in equity interests of unquoted entity at FVTPL (Note 18B)	5,414	5,688	5,414	5,688
Investment in Simple Agreement for Future Equity note of unquoted entity at FVTPL (Note 18C)	321	338	–	–
	6,829	7,116	6,508	6,778

# NOTES TO THE FINANCIAL STATEMENTS

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## 18. OTHER FINANCIAL ASSETS (CONTINUED)

### 18A. Key man life insurance policy

	Group and Company	
	2025	2024
	\$'000	\$'000
At beginning of the year	1,090	1,006
Insurance premium recognised in profit or loss	(9)	(9)
Insurance interest income recognised in profit or loss (Note 6)	68	61
Foreign exchange adjustments	(55)	32
At end of the year	<u>1,094</u>	<u>1,090</u>

The key man life insurance policy (life insurance settlement contract) is accounted for as financial asset at amortised cost. The initial investment at the transaction price plus all initial direct external costs and the policy premiums and direct external costs to keep the policy in force are capitalised. The Company does not recognise a gain until the policy is terminated, at which time the Company recognises in profit or loss the difference between the carrying amount of a life settlement contract and the life insurance proceeds of the underlying life insurance policy. A test for impairment is made if there is new or updated information that indicates that the expected proceeds (based on current interest rates) from the insurance policy will not be sufficient to recover the carrying amount of the investment plus anticipated undiscounted future premiums and capitalisable direct external costs, when the policy terminates. The impairment allowance is charged to profit or loss.

### 18B. Investment in equity interests of unquoted entity at FVTPL

	Group and Company	
	2025	2024
	\$'000	\$'000
Fair value at beginning of the year	5,688	5,521
Foreign exchange adjustments	(274)	167
Fair value at end of the year	<u>5,414</u>	<u>5,688</u>

In 2016, the Company entered into an agreement with three other parties to establish Chongqing Zongshen Financial Leasing Company Limited ("Chongqing Zongshen Financial Leasing") in the PRC for the purpose of undertaking a financial leasing business. Pursuant to this agreement, the Company subscribed for 12.5% of the equity interests (unquoted) in Chongqing Zongshen Financial Leasing for RMB25,000,000.

At the same time, as part of this arrangement, the Company also entered into a supplementary agreement with all the above parties pursuant to which the major shareholder of Chongqing Zongshen Financial Leasing granted a put option to the Company whereby the Company, at its sole discretion, has the right to sell to the major shareholder all or part of its equity interest in Chongqing Zongshen Financial Leasing (the "Option"). The Option is exercisable from 1 January 2018 and shall be valid for as long as the Company holds the equity interests in Chongqing Zongshen Financial Leasing, and the exercise price shall be based on the higher of the Company's original capital contribution and the agreed market value at the time of exercise.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 18. OTHER FINANCIAL ASSETS (CONTINUED)

### 18B. Investment in equity interests of unquoted entity at FVTPL (Continued)

The Company accounted for this entire hybrid instrument at FVTPL. The fair value of the financial asset at the end of the year, which is categorised within Level 3 of the fair value hierarchy, was determined by an external valuer, Baker Tilly Consultancy (Singapore) Pte Ltd, based on the adjusted net assets approach.

For fair value measurements categorised within the fair value hierarchy below, a description of the valuation techniques and information about the material unobservable inputs used in the fair value measurement are as follows:

<u>Asset</u>	<u>Investment in equity interests of unquoted entity at FVTPL</u>
Fair value and fair value hierarchy – Level:	\$5,414,000 (2024: \$5,688,000). Level 3 (2024: Level 3).
Valuation technique for recurring fair value measurements:	Adjusted net assets approach method.
Material unobservable inputs:	Lease receivables, cash and cash equivalents, long term payables – tax payables arising from finance lease sales and other payables include (i) lease deposits and (ii) miscellaneous accrued expenses.
Relationship of unobservable inputs to fair value:	The higher the net asset, the higher the fair value.
Sensitivity on management's estimates:	Increases (decreases) in the net assets would result in a higher (lower) fair value measurement.

### 18C. Investment in Simple Agreement for Future Equity note of unquoted entity at FVTPL

	<b>Group</b>	
	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Fair value at beginning of the year	<b>338</b>	327
Foreign exchange adjustments	<b>(17)</b>	11
Fair value at end of the year	<b>321</b>	338

In 2022, the Group invested US\$500,000 in Simple Agreement for Future Equity note issued by an unquoted entity in Singapore. This investment was measured at FVTPL. The fair value of this investment, which is categorised within Level 2 of the fair value hierarchy, was determined based on market approach, using the recent fund raising transactions.

# NOTES TO THE FINANCIAL STATEMENTS

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## 19. OTHER RECEIVABLES, NON-CURRENT

	Group	
	2025 \$'000	2024 \$'000
Convertible promissory notes (Note 19A)	449	472

### 19A. Convertible promissory notes

	Group	
	2025 \$'000	2024 \$'000
Fair value at beginning of the year	472	229
Addition	–	229
Foreign exchange adjustments	(23)	14
Fair value at end of the year	449	472

The Group subscribed to convertible promissory notes ("CPN") at a total value of US\$350,000 issued by a Singapore company engaged in green hydrogen projects in two tranches, first in September 2023 and second in January 2024. The CPNs bear an interest of 9% per annum, repayable in 2026, with options to convert the CPNs to equity.

The CPN valued at US\$350,000 (approximately \$449,000) was initially based on observable market inputs with reference to pricing from recent fund raising exercise. However, due to lack of observable market inputs information in current and previous reporting year, an internal valuation model using unobservable inputs was adopted. The policy is to recognise transfers into and transfers out of Level 3 as of the date of the event or change in circumstances that caused the transfer.

For fair value measurements categorised within the fair value hierarchy below, a description of the valuation techniques and information about the material unobservable inputs used in the fair value measurement are as follows:

<u>Asset</u>	<u>Investment in convertible promissory notes of unquoted entity at FVTPL</u>
Fair value and fair value hierarchy – Level:	\$449,000 (2024: \$472,000). Level 3 (2024: Level 3).
Valuation technique for recurring fair value measurements:	Probability-weighted expected return method.
Material unobservable inputs:	Implied equity value completed based on time to conversion event, risk-free rate expected volatility of comparable companies, discount rate and credit spread.
Relationship of unobservable inputs to fair value:	The higher the implied equity value, the higher the fair value.
Sensitivity on management's estimates:	Increases (decreases) in the implied equity value would result in a higher (lower) fair value measurement.

# NOTES TO THE FINANCIAL STATEMENTS

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## 20. INVENTORIES

	Group	
	2025 \$'000	2024 \$'000
Finished goods and goods for resale	2,742	2,769
Raw materials	4,754	5,446
	<b>7,496</b>	<b>8,215</b>
Raw materials used	41,113	38,077
Write down of inventories to profit or loss included in cost of sales	2	10
Changes in inventories of finished goods and goods for resale	<b>(27)</b>	<b>254</b>

There are no inventories pledged as security for liabilities.

## 21. TRADE AND OTHER RECEIVABLES, CURRENT

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<u>Trade receivables</u>				
Outside parties	6,063	6,104	-	-
Joint venture	506	138	-	-
Less: Allowance for impairment	<b>(169)</b>	(158)	-	-
	<b>6,400</b>	6,084	-	-
<u>Other receivables</u>				
Other receivables	48	33	44	30
Subsidiaries <sup>(#)</sup>	-	-	16,374	14,947
Less: Allowance for impairment	-	-	<b>(321)</b>	(337)
	<b>48</b>	33	<b>16,097</b>	14,640
	<b>6,448</b>	6,117	<b>16,097</b>	14,640

(#) Included within is a loan amount of \$600,000 (2024: \$600,000) due from a wholly-owned subsidiary. The loan bears an interest of 4.00% (2024: 4.00%) per annum and was fully repaid as at the end of the year.

Movements in allowance for impairment are as follows:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
At beginning of the year	158	103	337	327
Charged to profit or loss included in other losses (Note 6)	18	53	-	-
Foreign exchange adjustments	<b>(7)</b>	2	<b>(16)</b>	10
At end of the year	<b>169</b>	158	<b>321</b>	337

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 21. TRADE AND OTHER RECEIVABLES, CURRENT (CONTINUED)

The ECL on the trade receivables, are based on the simplified approach to measuring ECL which uses a lifetime ECL allowance approach for all such assets recognised from initial recognition of these assets. These assets are grouped based on shared credit risk characteristics and the days past due for measuring the ECL including the impact of the current economic conditions. The allowance model is based on the historical observed default rates (over a period of 12 months) over the expected life of the trade receivables and is adjusted for forward-looking estimates. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

Loss allowance for trade receivables was determined as follows:

	Gross amount		Loss allowance	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<b>Group</b>				
Current	<b>3,764</b>	2,617	–	15
1 to 30 days past due	<b>1,339</b>	1,998	–	2
31 to 60 days past due	<b>907</b>	967	–	2
Over 60 days past due	<b>559</b>	660	<b>169</b>	139
	<b>6,569</b>	6,242	<b>169</b>	158

The trade receivables are considered to have low credit risk individually. The loss allowance as at 31 December 2025 was determined to be insignificant by management.

At each subsequent reporting date, an evaluation is made as to whether there is significant change in credit risk by comparing the debtor's credit risk at initial recognition (based on the original, unmodified cash flows) with the credit risk at reporting date (based on modified cash flows). Adjustment to loss allowance is made for any increase or decrease in credit risk.

As part of the process of setting customer credit limits, different credit terms are used. The average credit period generally granted to customers is between 30 to 90 days (2024: 30 to 90 days). However, certain customers may take a longer period to settle the amounts.

Concentration of trade receivable at end of reporting year:

	Group	
	2025 \$'000	2024 \$'000
Top 1 customer	<b>910</b>	1,456
Top 2 customers	<b>1,556</b>	2,235
Top 3 customers	<b>1,918</b>	2,471

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 21. TRADE AND OTHER RECEIVABLES, CURRENT (CONTINUED)

Other receivables at amortised cost shown above are also subject to the ECL model under the financial reporting standard on financial instruments. Other receivables at amortised cost and which can be graded as low risk individually are considered to have low credit risk. At the end of the first reporting period a loss allowance is recognised at an amount equal to 12-month ECL because there has not been a significant increase in credit risk since initial recognition.

At each subsequent reporting date, an evaluation is made whether there is significant change in credit risk by comparing the debtor's credit risk at initial recognition (based on the original, unmodified cash flows) with the credit risk at the reporting date (based on modified cash flows). Adjustment to the loss allowance is made for any increase or decrease in credit risk.

Other receivables are normally with no fixed terms and therefore there is no maturity. Other receivables due from related companies are regarded to be of low credit risk if they are guaranteed by the parent or a related company with the ability to settle the amount. Other receivables are regarded as of low credit risk if they have a low risk of default and the debtor has a strong capacity to meet its contractual cash flow obligations in the near term. The methodology applied for impairment loss depends on whether there has been a significant increase in credit risk.

## 22. OTHER ASSETS

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Prepayments	71	77	5	5
Advance payment to suppliers	186	156	–	–
Deposits	53	79	4	5
	<b>310</b>	<b>312</b>	<b>9</b>	<b>10</b>

## 23. CASH AND CASH EQUIVALENTS

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Not restricted in use	26,995	26,205	1,536	3,976
Interest earning balances <sup>(#)</sup>	23,797	22,664	1,490	3,836

(#) The rate of interest for cash on interest earning balances was between 0.03% and 4.30% (2024: 0.17% and 5.70%) per annum.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 23. CASH AND CASH EQUIVALENTS (CONTINUED)

### 23A. Reconciliation of liabilities arising from financing activities

	<b>Lease liabilities \$'000</b>
<u>Group</u>	
At 1 January 2024	5,118
Cash flows	(438)
Interest expense	136
Non-cash transactions <sup>(#)</sup>	25
At 31 December 2024	<b>4,841</b>
Cash flows	<b>(440)</b>
Interest expense	<b>128</b>
Non-cash transactions <sup>(#)</sup>	<b>34</b>
At 31 December 2025	<b>4,563</b>

(#) Non-cash transactions refer to remeasurement of right-of-use assets amounting to \$34,000 (2024: \$25,000).

## 24. SHARE CAPITAL

	<b>Group and Company Number of shares issued '000</b>	<b>Share capital \$'000</b>
<u>Ordinary shares of no par value:</u>		
At 1 January 2024, 31 December 2024 and 31 December 2025	<b>164,531</b>	<b>6,606</b>

The ordinary shares of no par value are fully paid, carry one vote each and have no right to fixed income. The Company is not subject to any externally imposed capital requirements.

### Capital management

In order to maintain its listing on the SGX-ST, the Company has to have share capital with a free float of at least 10% of the shares. The Company met the capital requirement on its initial listing and the rules limiting treasury share purchases mean it will automatically continue to satisfy that requirement, as it did throughout the reporting year. Management receives a report from the share registrar frequently on substantial share interests showing the non-free float to ensure continuing compliance with the 10% limit throughout the reporting year.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 24. SHARE CAPITAL (CONTINUED)

### Capital management (Continued)

The objectives when managing capital are to safeguard the Group's ability to continue as a going concern, so that it can continue to provide returns for owners and benefits for other stakeholders, and to provide an adequate return to owners by pricing the sales commensurately with the level of risk. Management sets the amount of capital to meet its requirements and the risk taken. There were no changes in the approach to capital management during the reporting year.

Management manages the capital structure and makes adjustments to it where necessary or possible in the light of changes in conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, management may adjust the amount of dividends paid to owners, return capital to owners, issue new shares, or sell assets to reduce debt. Adjusted capital comprises all components of equity (that is, share capital and reserves).

There are no external borrowings. The debt-to-adjusted capital ratio does not provide a meaningful indicator of the risk of borrowings.

Retained earnings represent past accumulated earnings and are distributable. The other reserves are not available for cash dividends unless realised.

## 25. OTHER RESERVES

<u>Group</u>	<b>Capital reserve<sup>(#)</sup> \$'000</b>	<b>Foreign currency translation reserve \$'000</b>	<b>Total \$'000</b>
At 1 January 2024	5,230	(2,727)	2,503
Exchange differences on translation from functional currency to presentation currency	–	1,153	1,153
Share of other comprehensive loss from equity-accounted joint ventures, net of tax	–	(34)	(34)
At 31 December 2024	<b>5,230</b>	<b>(1,608)</b>	<b>3,622</b>
Exchange differences on translation from functional currency to presentation currency	–	(1,908)	(1,908)
Share of other comprehensive loss from equity-accounted joint ventures, net of tax	–	(174)	(174)
At 31 December 2025	<b>5,230</b>	<b>(3,690)</b>	<b>1,540</b>

(#) Capital reserve arose from the capitalisation of retained earnings by way of bonus issues of subsidiaries' shares to the Company. This reserve is not available for cash dividends.

# NOTES TO THE FINANCIAL STATEMENTS

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## 25. OTHER RESERVES (CONTINUED)

<u>Company</u>	<b>Foreign currency translation reserve \$'000</b>
At 1 January 2024	(2,134)
Exchange differences on translation from functional currency to presentation currency	1,244
At 31 December 2024	<b>(890)</b>
Exchange differences on translation from functional currency to presentation currency	<b>(1,994)</b>
At 31 December 2025	<b>(2,884)</b>

## 26. LEASE LIABILITIES

	<b>Group</b>		<b>Company</b>	
	<b>2025 \$'000</b>	<b>2024 \$'000</b>	<b>2025 \$'000</b>	<b>2024 \$'000</b>
Non-current	<b>4,251</b>	4,530	<b>1,076</b>	1,137
Current	<b>312</b>	311	<b>61</b>	59
	<b>4,563</b>	4,841	<b>1,137</b>	1,196

The information on the right-of-use of the leases are disclosed in Note 14.

The cash outflow for leases and maturity analysis of the gross lease liabilities are disclosed in Notes 23A and 29E respectively.

Subsequent to initial measurement, the liabilities will be reduced for payments made and increased for interest. It is re-measured to reflect any reassessment or modification, or if there are changes to in-substance fixed payments. When the lease liabilities are re-measured, the corresponding adjustments are reflected in the right-of-use assets, or profit and loss if the right-of-use assets is already reduced to zero.

At reporting date, there were no commitments on leases which had not yet commenced.

The carrying amount is a reasonable approximation of the fair value measurement of the lease liabilities (Level 2).

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 27. OTHER NON-FINANCIAL LIABILITIES

	Group	
	2025 \$'000	2024 \$'000
<u>Deferred income</u>		
Government grant related to asset purchase	<b>386</b>	463
Presented in the statement of financial position as follows:		
Non-current	<b>331</b>	405
Current	<b>55</b>	58
	<b>386</b>	463
At beginning of the year	<b>463</b>	505
Credited to profit or loss as part of government grant income included in other gains	<b>(28)</b>	(57)
Foreign exchange adjustments	<b>(49)</b>	15
At end of the year	<b>386</b>	463

The Group received an enterprise development grant amounting to \$560,000 from Enterprise Singapore in 2024 to support purchase of a plant equipment. The grant is initially recognised as deferred income and subsequently credited to profit or loss over the useful life of the plant equipment.

## 28. TRADE AND OTHER PAYABLES

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<u>Trade payables</u>				
Outside parties and accrued liabilities	<b>4,836</b>	3,785	<b>500</b>	521
<u>Other payables</u>				
Subsidiaries	–	–	<b>2,061</b>	2,045
Refundable deposits from customers	<b>115</b>	205	–	–
Advance payments from customers (Note 28A)	<b>122</b>	1,249	–	–
Other payables	<b>18</b>	35	<b>13</b>	30
	<b>255</b>	1,489	<b>2,074</b>	2,075
	<b>5,091</b>	5,274	<b>2,574</b>	2,596

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 28. TRADE AND OTHER PAYABLES (CONTINUED)

### 28A. Advance payments from customers

	Group	
	2025 \$'000	2024 \$'000
Outside parties	<u>122</u>	<u>1,249</u>
Movements in advance payments from customers are as follows:		
At beginning of the year	1,249	723
Consideration received	122	1,249
Performance obligation satisfied – revenue recognised	<u>(1,249)</u>	<u>(723)</u>
At end of the year	<u>122</u>	<u>1,249</u>

The advance payments from customers primarily relate to the consideration received from customers for which no transfer of control occurs, and therefore no revenue is recognised and is expected to be recognised in the next reporting year.

## 29. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS AND OTHER EXPLANATORY INFORMATION

### 29A. Categories of financial assets and financial liabilities

The following table categorises the carrying amount of financial assets and liabilities recorded at end of the reporting year:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<u>Financial assets</u>				
At amortised cost	34,537	33,412	18,727	19,706
At FVTPL	<u>6,184</u>	<u>6,498</u>	<u>5,414</u>	<u>5,688</u>
	<u>40,721</u>	<u>39,910</u>	<u>24,141</u>	<u>25,394</u>
<u>Financial liabilities</u>				
At amortised cost	<u>9,532</u>	<u>8,866</u>	<u>3,711</u>	<u>3,792</u>

Further quantitative disclosures are included throughout these financial statements.

### 29B. Financial risk management

The main purpose for holding or issuing financial instruments is to raise and manage the finances for the entity's operating, investing and financing activities. There are exposures to the financial risks on the financial instruments such as credit risk, liquidity risk and market risk comprising interest rate, currency risk and price risk exposures. Management has certain procedures for the management of financial risks. The guidelines include the following:

- (i) Minimise interest rate, currency, credit and market risks for all kinds of transactions;

# NOTES TO THE FINANCIAL STATEMENTS

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## 29. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS AND OTHER EXPLANATORY INFORMATION (CONTINUED)

### 29B. Financial risk management (Continued)

- (ii) Maximise the use of "natural hedge", favouring as much as possible the natural offsetting of sales and costs and payables and receivables denominated in the same currency and therefore put in place hedging strategies only for the excess balance. The same strategy is pursued with regard to interest rate risk;
- (iii) All financial risk management activities are carried out and monitored by senior management staff; and
- (iv) All financial risk management activities are carried out following acceptable market practices.

There have been no changes to the exposures to risk; the objectives, policies and processes for managing the risk and the methods used to measure the risk.

### 29C. Fair value of financial instruments

The analyses of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 are disclosed in the relevant notes to the financial statements. These include the material financial instruments stated at amortised cost and at fair value in the statements of financial position. The carrying values of current financial instruments approximate their fair values due to the short-term maturity of these instruments. The disclosures of fair value are not made when the carrying amount of current financial instruments is a reasonable approximation of the fair value.

### 29D. Credit risk on financial assets

Financial assets subject to concentrations of credit risk and failures by counterparties to discharge their obligations in full or in a timely manner arise principally from cash balances with banks, receivables and other financial assets. The general approach in the financial reporting standard on financial instruments is applied to measure ECL allowance on financial assets. On initial recognition, a day-1 loss is recorded equal to the 12-month ECL unless the assets are considered credit impaired. The ECL allowance for debt assets is recognised at an amount equal to the lifetime ECL if the credit risk on that financial instrument has increased significantly since initial recognition. However, for trade receivables that do not contain a material financing component or when the reporting entity applies the practical expedient of not adjusting the effect of a material financing component, the simplified approach in calculating ECL is applied. Under the simplified approach, the loss allowance is recognised at an amount equal to lifetime ECL at each reporting date using historical loss rates for the respective risk categories and incorporating forward-looking estimates. Lifetime ECL may be estimated individually or collectively. For the credit risk on the financial assets, an ongoing credit evaluation is performed on the financial condition of the debtors and any loss is recognised in profit or loss. Reviews and assessments of credit exposures in excess of designated limits are made. Renewals and reviews of credit limits are subject to the same review process.

Note 23 discloses the cash balances. There was no identified impairment loss.

# NOTES TO THE FINANCIAL STATEMENTS

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## 29. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS AND OTHER EXPLANATORY INFORMATION (CONTINUED)

### 29E. Liquidity risk

Liquidity risk refers to the difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. It is expected that all the liabilities will be paid at their contractual maturity. The average credit period taken to settle trade payables is approximately 30 to 90 days (2024: 30 to 90 days). The other payables are with short-term durations. The classification of the financial assets is shown in the statements of financial position as they may be available to meet liquidity needs and no further analysis is deemed necessary. In order to meet such cash commitments the operating activities are expected to generate sufficient cash inflows.

The following table analyses non-derivative financial liabilities by remaining contractual maturity (contractual and undiscounted cash flows):

<u>Group</u>	<u>Less than one year \$'000</u>	<u>One to five years \$'000</u>	<u>Over five years \$'000</u>	<u>Total \$'000</u>
<b>2025</b>				
Gross lease liabilities	440	1,744	3,397	5,581
Trade and other payables <sup>(#)</sup>	4,969	–	–	4,969
	<u>5,409</u>	<u>1,744</u>	<u>3,397</u>	<u>10,550</u>
<b>2024</b>				
Gross lease liabilities	438	1,910	3,620	5,968
Trade and other payables <sup>(#)</sup>	4,025	–	–	4,025
	<u>4,463</u>	<u>1,910</u>	<u>3,620</u>	<u>9,993</u>

(#) Excludes advance payment from customers.

<u>Company</u>	<u>Less than one year \$'000</u>	<u>One to five years \$'000</u>	<u>Over five years \$'000</u>	<u>Total \$'000</u>
<b>2025</b>				
Gross lease liabilities	90	361	933	1,384
Trade and other payables	2,574	–	–	2,574
	<u>2,664</u>	<u>361</u>	<u>933</u>	<u>3,958</u>
<b>2024</b>				
Gross lease liabilities	90	361	1,024	1,475
Trade and other payables	2,596	–	–	2,596
	<u>2,686</u>	<u>361</u>	<u>1,024</u>	<u>4,071</u>

The above are the contractual undiscounted cash flows and differ from the amount included in the statements of financial position. When the counterparty has a choice of when an amount is paid, the liability is included on the basis of the earliest date on which it can be required to pay. At the end of reporting year, no claims on financial guarantees are expected.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 29. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS AND OTHER EXPLANATORY INFORMATION (CONTINUED)

### 29F. Interest rate risk

Interest rate risk exposure is mainly from changes in fixed interest rate and floating interest rates. The following table analyses the breakdown of the significant financial instruments by type of interest rates:

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<u>Financial assets with interest</u>				
Fixed rate	<b>19,192</b>	19,742	<b>1,063</b>	3,357
Floating rate	<b>4,605</b>	2,922	<b>427</b>	479
	<b>23,797</b>	22,664	<b>1,490</b>	3,836
<u>Financial liabilities with interest</u>				
Fixed rate	<b>4,563</b>	4,841	<b>1,137</b>	1,196
			<b>Group</b>	
			<b>2025</b>	<b>2024</b>
			<b>\$'000</b>	<b>\$'000</b>
<u>Financial assets (floating rate)</u>				
A hypothetical variation in interest rates at the end of reporting year by 100 basis points with all other variables held constant, would have increase/(decrease) in pre-tax profit for the year by			<b>46</b>	29

The effect on pre-tax profit on a variation in interest rate of financial liabilities is not significant.

The analysis has been performed for floating interest rate over a year for financial instruments. The impact of a change in interest rates on fixed interest rate financial instruments has been assessed in terms of changing of their fair value. The impact of a change in interest rates on floating interest rate financial instruments has been assessed in terms of changing of their cash flows and therefore in terms of the impact on net expenses. The hypothetical changes in basis points are not based on observable market data (unobservable inputs).

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 29. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS AND OTHER EXPLANATORY INFORMATION (CONTINUED)

### 29G. Foreign currency risks

Foreign exchange risk arises on financial instruments that are denominated in a foreign currency, i.e., in a currency other than the functional currency in which they are measured. For the purpose of this financial reporting standard on financial instruments disclosures: currency risk does not arise from financial instruments that are non-monetary items or from financial instruments denominated in the functional currency.

Analysis of significant amounts held by the Group and the Company denominated in non-functional currencies is as follows:

<b>Group</b>	<b>USD \$'000</b>	<b>SGD \$'000</b>	<b>Total \$'000</b>
<b>2025</b>			
<u>Financial assets</u>			
Cash and cash equivalents	546	7,130	7,676
Trade and other receivables	464	1,841	2,305
	<u>1,010</u>	<u>8,971</u>	<u>9,981</u>
<u>Financial liabilities</u>			
Trade and other payables	(345)	(1,420)	(1,765)
Lease liabilities	–	(1,137)	(1,137)
	<u>(345)</u>	<u>(2,557)</u>	<u>(2,902)</u>
Net financial assets	<u>665</u>	<u>6,414</u>	<u>7,079</u>
<b>Group</b>	<b>USD \$'000</b>	<b>SGD \$'000</b>	<b>Total \$'000</b>
<b>2024</b>			
<u>Financial assets</u>			
Cash and cash equivalents	558	5,271	5,829
Trade and other receivables	58	1,498	1,556
	<u>616</u>	<u>6,769</u>	<u>7,385</u>
<u>Financial liabilities</u>			
Trade and other payables	(81)	(1,367)	(1,448)
Lease liabilities	–	(1,196)	(1,196)
	<u>(81)</u>	<u>(2,563)</u>	<u>(2,644)</u>
Net financial assets	<u>535</u>	<u>4,206</u>	<u>4,741</u>

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 29. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS AND OTHER EXPLANATORY INFORMATION (CONTINUED)

### 29G. Foreign currency risks (Continued)

<u>Company</u>	<u>SGD \$'000</u>
<b>2025</b>	
<u>Financial assets</u>	
Cash and cash equivalents	350
Trade and other receivables	<u>2,668</u>
	<u>3,018</u>
<u>Financial liabilities</u>	
Trade and other payables	(513)
Lease liabilities	<u>(1,137)</u>
	<u>(1,650)</u>
Net financial assets	<u>1,368</u>
<u>Company</u>	<u>SGD \$'000</u>
<b>2024</b>	
<u>Financial assets</u>	
Cash and cash equivalents	1,375
Trade and other receivables	<u>1,989</u>
	<u>3,364</u>
<u>Financial liabilities</u>	
Trade and other payables	(549)
Lease liabilities	<u>(1,196)</u>
	<u>(1,745)</u>
Net financial assets	<u>1,619</u>

There is exposure to foreign currency risk as part of the Group's normal business.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 29. FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS AND OTHER EXPLANATORY INFORMATION (CONTINUED)

### 29G. Foreign currency risks (Continued)

Sensitivity analysis for significant items

	Group		Company	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
A hypothetical 10% depreciation in exchange rate of functional currency against USD would have a favourable effect on profit or loss before tax of:	67	54	-	-
A hypothetical 10% depreciation in exchange rate of functional currency against SGD would have a favourable effect on profit or loss before tax of:	<u>641</u>	<u>421</u>	<u>137</u>	<u>162</u>

The above table shows sensitivity to a hypothetical 10% depreciation in the functional currency against the relevant non-functional foreign currencies. The sensitivity rate used is the reasonably possible change in foreign exchange rates. For similar appreciation of the functional currency against the relevant foreign currencies above, there would be comparable impacts in the opposite direction.

The hypothetical changes in exchange rates are not based on observable market data (unobservable inputs). The sensitivity analysis is disclosed for each currency to which the Group has significant exposure at end of the reporting year. The analysis above has been carried out on the basis that there are no hedged transactions.

In management's opinion, the above sensitivity analysis is unrepresentative of the foreign currency risks as the historical exposure does not reflect the exposure in the future.

### 29H. Equity price risk

There are investments in equity shares or similar instruments. Such investments are exposed to both currency risk and market price risk arising from uncertainties about future values of the financial instruments. The fair value of these financial instruments are disclosed in Notes 18 and 19 respectively.

# NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

## 30. AUDITORS' REMUNERATION

The aggregate amount of fees paid to auditors are as follows:

	Group	
	2025 \$'000	2024 \$'000
Audit fees to independent auditor of the Company	154	147
Other fees to independent auditor of the Company	19	18
Audit fees to other independent auditors	4	6
Other fees to other independent auditors	50	32

## 31. CHANGES AND ADOPTION OF FINANCIAL REPORTING STANDARDS

For the current reporting year, the ASC issued certain new or revised financial reporting standards. None had material impact on the Group.

## 32. NEW OR AMENDED STANDARDS IN ISSUE BUT NOT YET EFFECTIVE

The ASC issued certain new or revised financial reporting standards for the future reporting years. The transfer to the applicable new or revised standards from the effective dates is not expected to result in material modification of the measurement methods or the presentation in the financial statements for the following reporting year from the known or reasonably estimable information relevant to assessing the possible impact that application of the new or revised standards may have on the Group's financial statements in the period of initial application. Those applicable to the Group for future reporting years are listed below.

SFRS (I) No.	Title	Effective date for periods beginning on or after
SFRS(I) 9 and 7	Classification and Measurement of Financial Instruments – Amendments	1 January 2026
Various	Annual Improvements – Volume 11	1 January 2026
SFRS(I) 18	Presentation and Disclosures in Financial Statements	1 January 2027
SFRS(I) 19	Subsidiaries and Small Entities without Public Accountability: Disclosures	1 January 2027
SFRS(I) 10 and SFRS(I) 1-28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	To be determined

# INFORMATION ON SHAREHOLDINGS

## 股票统计资料

AS AT 17 MARCH 2026

Issued and fully paid share capital	: \$6,605,611.78
Number of shares	: 164,531,172
Class of shares	: Ordinary shares
Voting rights	: One vote per share

### Distribution of shareholdings by size of shareholding

<u>Size of Shareholdings</u>	<u>No. of Shareholders</u>	<u>% of Shareholders</u>	<u>No. of Shares</u>	<u>% of Shares</u>
1 – 99	36	2.96	1,510	0.00
100 – 1,000	126	10.36	61,401	0.04
1,001 – 10,000	377	31.00	2,272,585	1.38
10,001 – 1,000,000	659	54.20	39,043,896	23.73
1,000,001 and above	18	1.48	123,151,780	74.85
<b>Grand Total</b>	<b>1,216</b>	<b>100.00</b>	<b>164,531,172</b>	<b>100.00</b>

### Shareholding held by the public

Based on the information available to the Company as at 17 March 2026, approximately 41% of the issued ordinary shares of the Company is held by the public and, therefore, Rule 723 of the Listing Manual issued by the Singapore Exchange Securities Trading Limited is complied with.

### Substantial shareholders

<u>Names of Shareholders</u>	<u>Direct interest</u>		<u>Deemed interest</u>	
	<u>No. of Shares</u>	<u>% of Shares</u>	<u>No. of Shares</u>	<u>% of Shares</u>
Dr Ho Leng Woon <sup>1</sup>	61,406,250	37.32	17,531,250	10.66
Lau Woon Chan <sup>1</sup>	17,531,250	10.66	61,406,250	37.32
Ho Chee Hon	11,468,937	6.97	–	–

Note:–

1) Dr Ho Leng Woon is the husband of Mdm Lau Woon Chan. They are deemed to be interested in the shares held by each other.

# INFORMATION ON SHAREHOLDINGS

## 股票统计资料

AS AT 17 MARCH 2026

**AP OIL INTERNATIONAL LIMITED**  
Twenty Largest Shareholders as at 17 March 2026

	<b>Name of Shareholder</b>	<b>No. of Shares</b>	<b>% of Shareholdings</b>
1	HO LENG WOON	61,406,250	37.32
2	LAU WOON CHAN	17,531,250	10.66
3	HO CHEE HON (HE QIHONG)	11,468,937	6.97
4	DBS NOMINEES PTE LTD	8,168,213	4.96
5	HO AYE ENG	3,154,275	1.92
6	LAU TONG HONG	3,095,400	1.88
7	PHILLIP SECURITIES PTE LTD	2,152,630	1.31
8	ONG KIAN KOK	2,100,100	1.28
9	GU JIAN LIN	1,863,400	1.13
10	ABN AMRO CLEARING BANK N.V.	1,559,200	0.95
11	NEO BENG BENG	1,540,600	0.94
12	HAN SEE KWANG	1,531,800	0.93
13	RAFFLES NOMINEES (PTE) LIMITED	1,422,587	0.86
14	CITIBANK NOMINEES SINGAPORE PTE LTD	1,408,500	0.86
15	TEO CHENG WOON	1,302,800	0.79
16	NG ZHENG XIONG	1,285,000	0.78
17	LIM BOON TAI	1,160,600	0.71
18	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	1,000,238	0.61
19	CHEE KWAI FUN (ZHU GUIFEN)	1,000,000	0.61
20	HAN CHOON SIANG	862,000	0.52
	<b>TOTAL</b>	<b>125,013,780</b>	<b>75.99</b>

# NOTICE OF ANNUAL GENERAL MEETING

## 常年股东大会通告

**NOTICE IS HEREBY GIVEN** that the 2026 Annual General Meeting of the Company (the “AGM”) will be held at 18, Pioneer Sector 1, Singapore 628428 on 28 April 2026 at 2.00 p.m. for the purpose of considering and, if thought fit, passing the following resolutions:–

*All capitalised terms used which are not defined herein shall unless the context otherwise requires have the same meanings ascribed to them in Appendix I to this Notice (including supplements and modifications thereto).*

### AS ORDINARY BUSINESS

- |    |   |              |
|----|---|--------------|
| 1. | To receive and consider the Directors’ Statements and Audited Financial Statements of the Company for the reporting year ended 31 December 2025 and the Auditors’ Report thereon. | Resolution 1 |
| 2. | To declare a final exempt (one-tier) dividend of 0.50 cent per ordinary share for the reporting year ended 31 December 2025.  | Resolution 2 |
| 3. | To re-elect Mr Ho Chee Hon, retiring pursuant to the Company’s Constitution and the Listing Manual of the Singapore Exchange Securities Trading Limited (“SGX-ST”).               | Resolution 3 |
| 4. | To re-elect Mr Chang Kwok Wah, retiring pursuant to the Company’s Constitution and the Listing Manual of the SGX-ST.  | Resolution 4 |
| 5. | To approve the Directors’ Fees of \$90,000/- for the reporting year ending 31 December 2026, payable half-yearly in arrears.  | Resolution 5 |
| 6. | To re-appoint Messrs RSM SG Assurance LLP as the Auditors for the ensuing year and to authorise the Directors of the Company to fix their remuneration.                           | Resolution 6 |

### AS SPECIAL BUSINESS

To consider and, if thought fit, to pass the following Ordinary Resolutions, with or without amendments:

- |    |                                     |              |
|----|-------------------------------------|--------------|
| 7. | <b>Proposed Share Issue Mandate</b> | Resolution 7 |
|----|-------------------------------------|--------------|

“That pursuant to Section 161 of the Companies Act 1967 of Singapore (the “**Companies Act**”) and the Listing Manual of the SGX-ST, the Directors of the Company be authorised and empowered to:

- |     |      |  |
|-----|------|--|
| (a) | (i)  | allot and issue shares in the Company whether by way of rights, bonus or otherwise; and/or   |
|     | (ii) | make or grant offers, agreements or options (collectively, “ <b>Instruments</b> ”) that might or would require shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) options, 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 of the Company may in their absolute discretion deem fit; and

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

# NOTICE OF ANNUAL GENERAL MEETING

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provided that:

- (1) the aggregate number of shares (including shares to be issued in pursuance of the Instruments, made or granted pursuant to this Resolution) to be issued pursuant to this Resolution shall not exceed fifty per centum (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 (2) below), of which the aggregate number of shares and Instruments to be issued other than on a pro-rata basis to existing shareholders of the Company shall not exceed ten per centum (10%) 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 (2) below);
- (2) (subject to such manner of calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of shares that may be issued under subparagraph (1) above, the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company shall be based on the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company at the time of the passing of this Resolution, after adjusting for:
  - (a) new shares arising from the conversion or exercise of any convertible securities;
  - (b) new shares arising from exercising share options or vesting of share awards, provided that such share options or share awards were granted in compliance with Part VIII of Chapter 8 of Listing Manual of the SGX-ST; and
  - (c) any subsequent bonus issue, consolidation or subdivision of shares,

and, in sub-paragraph (1) above and this sub-paragraph (2), "subsidiary holdings" has the meaning given to it in the Listing Manual of the SGX-ST;

Adjustments in accordance with sub-paragraph (2)(a) or sub-paragraph (2)(b) 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.

- (3) 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; and
- (4) unless revoked or varied by the Company in a general meeting, such authority shall continue in force until the conclusion of the next annual general meeting of the Company or the date by which the next annual general meeting of the Company is required by law to be held, whichever is earlier."

**See Explanatory Note (i)**

# NOTICE OF ANNUAL GENERAL MEETING

## 常年股东大会通告

### 8. Proposed Renewal of the Share Buyback Mandate

Resolution 8

THAT:

- (i) for the purposes of the Companies Act, the exercise by the Directors of the Company of all the powers of the Company to purchase or otherwise acquire issued ordinary shares in the capital of the Company not exceeding in aggregate the **Maximum Holdings** (as defined below), at such price(s) as may be determined by the Directors from time to time up to the **Maximum Price** (as defined below), whether by way of:
  - (a) on-market purchases (the "**On-Market Purchases**") effected on the SGX-ST, through one or more duly licensed stockbrokers appointed by the Company for the purpose effected on the SGX-ST; and/or
  - (b) off-market purchases (the "**Off-Market Purchases**"), if effected otherwise than on the SGX-ST, in accordance with any equal access scheme(s) as may be determined or formulated by the Directors of the Company as they consider fit which scheme(s) shall satisfy all the conditions prescribed by Companies Act, and otherwise in accordance with all laws, regulations and the Listing Manual of the SGX-ST as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the "**Share Buyback Mandate**", as set out in Appendix I to this Notice);
- (ii) unless varied or revoked by the Company in a general meeting, the authority conferred on the Directors of the Company pursuant to the Share Buyback Mandate may be exercised by the Directors of the Company at any time and from time to time during the period commencing from the date of the passing of this resolution relating to the Share Buyback Mandate and expiring on:
  - (a) the date on which the next annual general meeting of the Company is held or required by law or the Constitution to be held;
  - (b) the date on which the authority contained in the Share Buyback Mandate is varied or revoked by shareholders in a general meeting; or
  - (c) the date on which the Share Buyback Mandate are carried out to the full extent mandated,

whichever is the earliest;

- (iii) in this resolution relating to the Share Buyback Mandate:

"**Average Closing Price**" means the average of the closing market prices of the shares over the last five (5) Market Days on the SGX-ST, on which transactions in the shares were recorded, immediately preceding the day of the On-Market Purchase or, as the case may be, the day of the making of the offer pursuant to the Off-Market Purchase, and deemed to be adjusted for any corporate action that occurs during the relevant 5-day period and the day on which the purchase was made;

# NOTICE OF ANNUAL GENERAL MEETING

## 常年股东大会通告

“**day of the making of the offer**” means the day on which the Company announces its intention to make an offer for the purchase of shares from shareholders, stating the purchase price (which will not be more than the Maximum Price calculated on the foregoing basis) for each share and the relevant terms of the equal access scheme for effecting the Off-Market Purchase;

“**Market Day**” means a day on which the SGX-ST is open for trading of securities;

“**Maximum Holdings**” means that number of shares representing not more than 10% of the total number of issued shares (excluding treasury shares and subsidiary holdings) as at the date of the resolution passed in relation to the Share Buyback Mandate; and

“**Maximum Price**” in relation to a share to be purchased, means the maximum purchase price (excluding brokerage, stamp duties, applicable goods and services tax and other related expenses) not exceeding:

- (a) in the case of an On-Market Purchase, 105% of the Average Closing Price of the shares; and
  - (b) in the case of an Off-Market Purchase pursuant to an equal access scheme, 120% of the Average Closing Price of the shares.
- (iv) any share that is purchased or otherwise acquired by the Company pursuant to the Share Buyback Mandate shall, at the discretion of the Directors of the Company; either be cancelled or held in treasury and dealt with in accordance with the Companies Act; and
  - (v) the Directors and/or any of them be and are hereby authorised to complete and do all such acts and things (including without limitation, executing such documents as may be required and to approve any amendments, alterations or modifications to any documents) as they or he/she may consider desirable, expedient or necessary to give effect to the transactions contemplated and/or authorised by this resolution relating to the Share Buyback Mandate.

### See Explanatory Note (ii)

- 9. To transact any other business which may be properly transacted at an annual general meeting.

# NOTICE OF ANNUAL GENERAL MEETING

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### Explanatory Notes:

- (i) The proposed Ordinary Resolution 7 above, if passed, will empower the Directors of the Company, effective until the conclusion of the next annual general meeting of the Company, or the date by which the next annual general meeting of the Company is required by law to be held or such authority is revoked or varied by the Company in a general meeting, whichever is the earlier, to allot and issue shares, make or grant instruments convertible into shares and to issue shares pursuant to such instruments, up to a number not exceeding, in total, fifty per centum (50%) of the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company, of which up to ten per centum (10%) may be issued other than on a pro-rata basis to existing shareholders of the Company. For determining the aggregate number of shares that may be issued, the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company will 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 Ordinary Resolution is passed after adjusting for new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which were issued and outstanding or subsisting at the time when this Ordinary Resolution is passed and any subsequent bonus issue, consolidation or subdivision of shares.
- (ii) The proposed Ordinary Resolution 8 above, if passed, will empower the Directors to purchase or otherwise acquire shares on the terms of the Share Buyback Mandate as set out in the resolution and a further letter to the shareholders of the Company in Appendix I to this Notice ("Appendix I"). Please refer to the said Appendix I for more details. The Company may use internal sources of funds or any appropriate external borrowings and/or funds from any new issues of equity to finance any purchases or acquisitions of shares pursuant to the Share Buyback Mandate. Illustrative financial effects of the Share Buyback Mandate are set out in paragraph 2.6 of Appendix I.

### BY ORDER OF THE BOARD

EWE TUCK FOONG  
Company Secretary

6 April 2026

### Notes:

1. A shareholder of the Company (not being a relevant intermediary) is invited to attend physically, speak and vote at the Annual General Meeting ("AGM" or "Meeting"). **There will be no option for shareholders to participate virtually.** Printed copies of this notice of AGM ("Notice"), Appendix I to this Notice, the proxy form and the FY2025 Annual Report will be sent to shareholders. The documents will also be made available to shareholders via publication on the Company's corporate website (<http://www.apoil.com.sg>) and on the SGX website (<https://www.sgx.com/securities/company-announcements>).
2. **Arrangements for participation in the AGM physically:**  
Shareholders (including CPF Investment Scheme ("CPFIS") and Supplementary Retirement Scheme ("SRS") investors) may participate in the AGM by:
  - (a) attending the AGM in person;
  - (b) submitting questions to the Chairman of the AGM in advance of, or at, the AGM; and/or voting at the AGM
    - (i) themselves personally; or
    - (ii) through their duly appointed proxy(ies).

CPFIS and SRS investors who wish to appoint the Chairman of the AGM (and not third party proxy(ies)) as proxy to approach their respective CPF Agent Banks or SRS Operators to submit their votes. *Please see item 6 below for details.*
3. **Submission of Instrument Appointing a Proxy ("Proxy Form") to Vote:**
  - (a) A shareholder who is not a relevant intermediary is entitled to appoint not more than two (2) proxies to attend, speak and vote in his/her/its stead at the AGM. Where a shareholder of the Company appoints more than one (1) proxy, he/she/it shall specify the proportion of his/her/it shares to be represented by each such proxy, failing which, the nomination shall be deemed to be alternative.
  - (b) A shareholder who is a relevant intermediary is entitled to appoint more than two (2) proxies to attend, speak and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such shareholder.

Pursuant to Section 181 of the Companies Act 1967 of Singapore, a relevant intermediary is either:

  - (i) a banking corporation licensed under the Banking Act 1970 or its wholly-owned subsidiary which provides nominee services and holds shares in that capacity;

# NOTICE OF ANNUAL GENERAL MEETING

## 常年股东大会通告

- (ii) a capital market services license holder which provides custodial services for securities under the Securities and Futures Act 2001 and holds in that capacity; or
- (iii) the Central Provident Fund ("CPF") Board established by the Central Provident Fund Act 1953, in respect of shares purchased on behalf of CPF investors.

4. A proxy need not be a shareholder of the Company.
5. A shareholder can appoint the Chairman of the AGM as his/her/its proxy but this is not mandatory.

If a shareholder wishes to appoint the Chairman of the Meeting as proxy, such shareholder (whether individual or corporate) must give specific instructions as to voting for, voting against, or abstentions from voting on, each resolution in the instrument appointing the Chairman of the Meeting as proxy. If no specific direction as to voting is given or in the event of any other matter arising at the Meeting and at any adjournment thereof, the Chairman of the Meeting will vote or abstain from voting at his discretion.

6. CPFIS/SRS investors who hold SGX shares through CPF Agent Banks/SRS Operators:
  - (a) may vote at the AGM if they are appointed as proxies by their respective CPF Agent Banks/SRS Operators, and should contact their respective CPF Agent Banks/SRS Operators if they have any queries regarding their appointment as proxies; or
  - (b) may appoint the Chairman of the AGM as proxy to vote on their behalf at the AGM, in which case they should approach their CPF Agent Banks/SRS Operators to submit their votes at least seven (7) working days prior to the date of AGM (i.e. by 2.00 p.m. on 16 April 2026) in order to allow sufficient time for their respective relevant intermediaries to in turn submit a proxy form to appoint the Chairman of the AGM to vote on their behalf by the cut-off date.
7. The Proxy Form, together with the power of attorney or other authority under which it is signed (if applicable) or a notarial certified copy thereof, must be submitted to the Company in the following manner:
  - (a) if by post, to the **Share Registrar of the Company**, Tricor Barbinder Share Registration Services, 9 Raffles Place, #26-01 Republic Plaza, Tower I, Singapore 048619; (Opening Hours is 9.00 a.m. to 5.30 p.m., Mondays to Fridays (excluding Public Holidays)); or
  - (b) if by post, to the **Registered Office** of the Company at 18, Pioneer Sector 1, Singapore 628428/if by email to the Company, to email address [interns1@apoil.com.sg](mailto:interns1@apoil.com.sg)

in either case, **not less than 72 hours before the time for holding the AGM by 2.00 p.m. on 25 April 2026** and at any adjournment thereof.

8. A shareholder who wishes to submit an instrument of proxy by (a) and (b) must first download the proxy form, which is available on SGX website at the URL <https://www.sgx.com/securities/company-announcements>, complete and sign the proxy form, before submitting it by post to the addresses provided above, or scanning and sending it by email to the email address provided above.
9. The Company shall be entitled to reject the 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 in the instrument appointing a proxy or proxies (such as in the case where the appointor submits more than one (1) instrument of proxy) and received after the cut-off at 2.00 p.m. on 25 April 2026. In the case of shares entered in the Depository Register, a Depositor's name must appear on the Depository Register maintained by The Central Depository (Pte) Limited as at 72 hours before the time fixed for holding the AGM in order for the Depositor to be entitled to appoint the proxy or proxies.
10. If the shareholder is a corporation, the instrument appointing the proxy must be under seal or the hand of an officer or attorney duly authorised.
11. Completion and return of the Proxy Form by a shareholder will not prevent him/her from attending, speaking and voting at the AGM if he/she so wishes. The appointment of the proxy(ies) for the AGM will be deemed to be revoked if the shareholder attends the AGM in person and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the relevant instrument appointing a proxy(ies) to the AGM.
12. **Submission of questions by shareholders in advance of the AGM**
  - (a) if by email to the Company, to email address [interns1@apoil.com.sg](mailto:interns1@apoil.com.sg), if by post, to be lodged at the Company's registered address at 18, Pioneer Sector 1, Singapore 628428. Shareholders must provide the Company with their particulars (comprising full name (for individuals)/company name (for corporate), email address, contact number, NRIC/passport number/company registration number, shareholding type and number of shares held); and submit their questions using the Question Form provided in the Annual Report.
  - (b) The Company will address the substantial questions from shareholders at the AGM and upload the Company's responses on the SGX website.
  - (c) The minutes of the AGM, including responses to substantial queries from the shareholders, shall thereafter be published on SGX website, within one (1) month from the conclusion of the AGM.

# NOTICE OF ANNUAL GENERAL MEETING

## 常年股东大会通告

- (d) Investors who hold shares through relevant intermediaries as defined in Section 181(1C) of the Companies Act, including CPF and SRS Investors, can submit their questions in relation to any resolution set out in the Notice of AGM upon pre-registration, however, they should, in addition to pre-registering, approach their respective agents, including CPF Agent Banks and SRS Operators, as soon as possible, so that the necessary arrangements can be made by the relevant agents for their participation in the AGM.

**ALL QUESTIONS MUST BE SUBMITTED BY 2.00 P.M. ON 16 APRIL 2026 TO THE COMPANY.**

13. Important reminder. Any changes to the manner of conducting the AGM will be announced by the Company on SGXNet. Shareholders are advised to check SGXNet regularly for any further updates.

**Personal Data Privacy:**

By submitting an instrument appointing a proxy(ies) and/or representatives to attend, speak and vote at the AGM and/or any adjournment thereof, a shareholder of the Company (i) consents to the collection, use and disclosure of the shareholder's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) 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) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the shareholder discloses the personal data of the shareholder's proxy(ies) and/or representative(s) to the Company (or its agents), the shareholder 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) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the shareholder will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the shareholder's breach of warranty.

# AP OIL INTERNATIONAL LIMITED

REGISTRATION NO. 197502257M  
(INCORPORATED IN THE REPUBLIC OF SINGAPORE)

## QUESTION FORM

### 提问申请表格

**Event : 2026 Annual General Meeting ("AGM")**

**Date : 28 April 2026 (Tuesday)**

**Time : 2.00 p.m.**

**Shareholders who wish to ask a question relating to the resolutions to be tabled at the AGM must complete and submit this question form to the Company by 2.00 p.m. on 16 April 2026. See Note (i)**

**Please complete all fields below. Incomplete or improperly completed forms will not be processed.**

Full Name: \_\_\_\_\_ (as per \*CDP/CPF/SRS record)

\*NRIC/FIN/Passport No.: \_\_\_\_\_ Company Registration: \_\_\_\_\_

Email Address: \_\_\_\_\_

AP Oil International Limited shares are held through which: \*CDP/CPF/SRS

### **Question/s for the Board of Directors and management:**

- *Must relate to the resolutions to be tabled at the AGM.*
- *Please refer to the Notice of AGM for the resolution number to be indicated below.*

Question 1: In relation to AGM Resolution No. \_\_\_\_\_ (indicate relevant resolution number)

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Question 2: In relation to AGM Resolution No. \_\_\_\_\_ (indicate relevant resolution number)

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Question 3: In relation to AGM Resolution No. \_\_\_\_\_ (indicate relevant resolution number)

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\* *delete as applicable*

Dated this \_\_\_\_\_ day of April 2026

\_\_\_\_\_  
*Signature of Shareholder(s), or Common Seal of Corporate Shareholder*

Note:

(i) *If by email, to email address interns1@apoil.com.sg, if by post, to be sent to the Company's address at 18, Pioneer Sector 1, Singapore 628428.*



# SUSTAINABILITY REPORT

## 可持续发展报告

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# SUSTAINABILITY REPORT



## ABOUT US

AP Oil International Limited ("AP Oil" or the "Company") was incorporated in 1975 as a lubricant distributor and ventured into manufacturing in 1981. A business overview of AP Oil, together with its subsidiaries (collectively as the "Group" or "We"), is as follows:



### Key Suppliers

We procure base oils and other raw materials for blending and manufacturing of lubricants and specialty chemicals.



### Our Operations

#### Manufacturing segment

We manufacture lubricants and specialty chemicals at our production facilities.

#### Trading segment

We trade mainly in base oils, lubricant components and commodity chemicals.



### Key Customers

- We produce a wide range of lubricants for automotive, industrial and marine applications, as well as specialty chemicals for food service, food & beverage processing, hospitality, industrial and commercial laundry industries.
- We serve customers from more than 20 countries, including United States of America, Greece, Australia, China, Japan, Bangladesh, the Middle East and ASEAN regions.

For further details on our business, please refer to the relevant sections of the Annual Report.

# SUSTAINABILITY REPORT



## ABOUT THIS REPORT

We are pleased to present this sustainability report ("**Report**") for the financial year from 1 January 2025 to 31 December 2025 ("**FY2025**" or the "**Reporting Period**"). This Report presents our progress in managing the Group's sustainability factors under the economic, environmental, social and governance sustainability pillars (collectively as "**Sustainability Factors**"). Financial figures are reported in Singapore dollar ("**\$**"), unless otherwise stated.

## Reporting Scope

The scope of this Report focuses on the Group's major operations, namely the head office and operations in Singapore, which contributed approximately 98% of the Group's revenue for FY2025 (FY2024: 97%):

S/N	Entity
1	AP Oil International Limited <sup>1</sup>
2	AP Oil Pte Ltd
3	A.I.M. Chemical Industries Pte Ltd
4	GB Chemicals Pte Ltd
5	Alpha Pacific Petroleum (S) Pte Ltd <sup>1</sup>

The above-mentioned entities shall be collectively referred to as "Entities Covered". Certain comparative data of FY2024 and FY2023 were adjusted, for the addition of Group entities in the reporting scope of FY2025 to facilitate comparison.

## Reporting Framework

This Report has been prepared with reference to the Global Reporting Initiative ("**GRI**") Standards, a widely used framework for sustainability reporting worldwide. The GRI content index can be found in section 'GRI Content Index' of this Report. This Report complies with the Singapore Exchange Securities Trading Limited ("**SGX-ST**") Listing Rules 711A and 711B.

As part of our continual efforts to align our sustainability reporting with relevant market standards, we mapped our sustainability efforts to the 2030 Agenda for Sustainable Development which is adopted by all United Nations Member States in 2015 ("**UN Sustainability Agenda**"). The UN Sustainability Agenda provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals ("**SDGs**"), which form an urgent call for action by all countries – developed and developing – in a global partnership. We incorporated the SDGs, where appropriate, as a supporting framework to shape and guide our sustainability strategy.

Our climate-related disclosures are produced based on the 11 recommendations of the Taskforce for Climate-related Financial Disclosures ("**TCFD**"). Following the publication of the International Sustainability Standards Board ("**ISSB**") Standards – International Financial Reporting Standards ("**IFRS**") S1 and IFRS S2, we conducted a gap analysis against our existing TCFD reporting and are in the process of aligning our climate-related disclosures to the ISSB Standards. We are guided by the phased approach described in Practice Note 7.6 Sustainability Reporting Guide in aligning our climate-related disclosures with the ISSB Standards.

<sup>1</sup> New entities covered in the FY2025 sustainability report.

# SUSTAINABILITY REPORT

## Assurance

We relied on internal data monitoring and verification to ensure accuracy for this Report. Our sustainability metrics are reported in good faith and to the best of our knowledge. The internal auditor has conducted an internal review of sustainability reporting processes and data in this Report. External assurance has not been sought for this report. We will work towards external assurance for our future sustainability reports, subject to market trends and regulatory requirements.

## Feedback

We welcome stakeholders' comments, questions, suggestions or feedback regarding the content of this Report. Kindly email to [enquiry@apoil.com.sg](mailto:enquiry@apoil.com.sg).



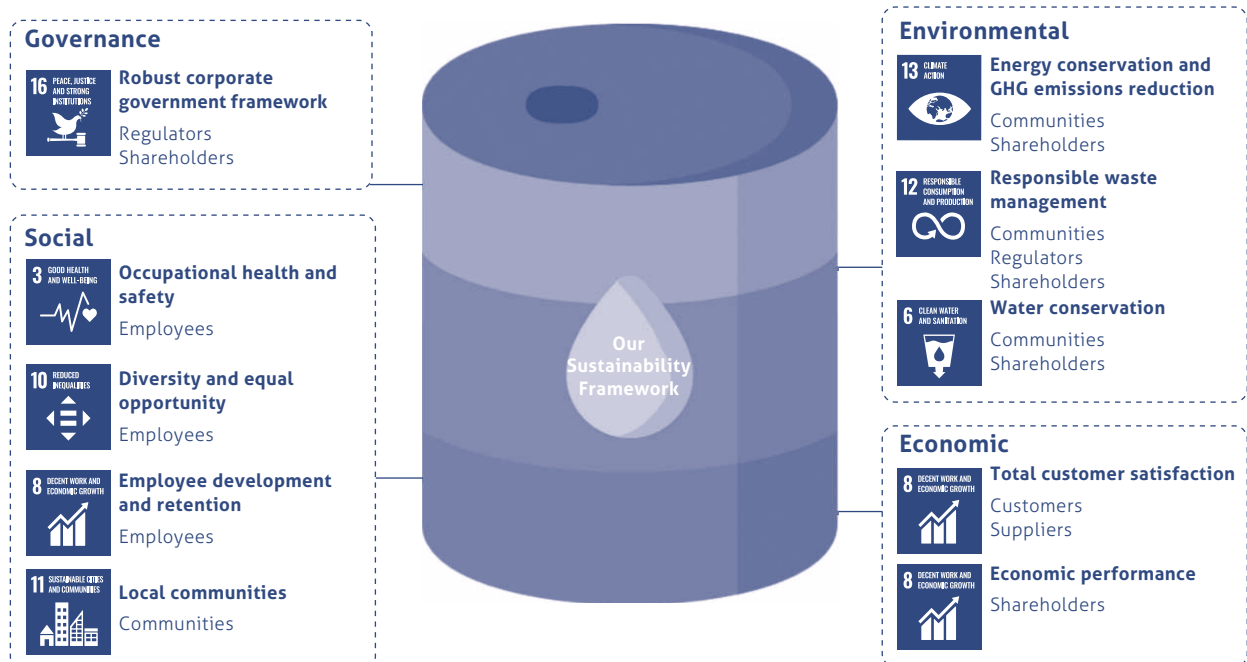
## BOARD STATEMENT

Our sustainability strategy aims to create long-term value for our stakeholders of customers, employees, the environment, communities, and shareholders. This approach is firmly rooted in our corporate culture, which embraces the values of diligence, sincerity, loyalty, and harmony.

Guided by these values, we carry out our business activities in a socially and environmentally responsible manner, whilst continuing to deliver sustainable economic returns to shareholders. For our customers, we deliver world-class quality products and services to meet or exceed their requirements.

The Board of Directors (the "Board") has considered sustainability issues as part of its strategic formulation. The Board has determined and endorsed the material Sustainability Factors included in this report. The Board also exercised oversight over the management and monitoring of the material Sustainability Factors, through regular review of the sustainability performance.

This Report communicates our commitment towards supporting the SDGs. As we collaborate closely with our stakeholders throughout the supply chain, their inputs direct our sustainability initiatives towards prioritising our material Sustainability Factors. The overview below illustrates the relationships between our material Sustainability Factors, stakeholders and the SDGs:



# SUSTAINABILITY REPORT



## SUSTAINABILITY PERFORMANCE AT A GLANCE

Sustainability Performance			
Sustainability Metrics	FY2023	FY2024	FY2025
<b>ECONOMIC</b>			
Incidents of non-compliance concerning the health and safety of our products	Zero	Zero	<b>Zero</b>
Revenue (\$'000)	46,217	54,723	<b>56,752</b>
Profit, net of tax (\$'000)	523	2,055	<b>1,579</b>
<b>ENVIRONMENTAL</b>			
Aggregated absolute Scope 1 and 2 greenhouse gas emissions ("GHG") emissions (tCO <sub>2</sub> e)	324	338	<b>358</b>
Incidents of non-compliance with applicable environmental laws and/or regulations	Zero	Zero	<b>Zero</b>
Water consumption (m <sup>3</sup> )	12,262	13,310	<b>10,979</b>
<b>SOCIAL</b>			
Number of workplace fatalities	Zero	Zero	<b>Zero</b>
Number of work-related injuries	Zero	1	<b>Zero</b>
Employee turnover rate (%)	14	19	<b>16</b>
Average overall training hours per employee	2	4	<b>5</b>
Incidents of child labour, forced labour or discrimination	Zero	Zero	<b>Zero</b>
<b>GOVERNANCE</b>			
Incidents of corruption or bribery <sup>2</sup>	Zero	Zero	<b>Zero</b>



## POLICY, PRACTICE AND PERFORMANCE REPORTING

A sustainability reporting policy ("SR Policy"), covering our sustainability strategy, governance structure, materiality assessment and processes in identifying and monitoring material Sustainability Factors, is established and serves as a point of reference in the conduct of our sustainability reporting.

Under this SR Policy, we will continue to monitor, review and update our material Sustainability Factors from time to time, taking into account the feedback that we receive from our engagement with our stakeholders, organisational and external developments.

<sup>2</sup> An incident of corruption or bribery is defined as one that involves fraud or dishonesty amounting to not less than \$100,000 and punishable by imprisonment for a term of not less than 2 years which is being or has been committed against a company by officers or employees of a company.

# SUSTAINABILITY REPORT

## Sustainability Reporting Process

Under our SR Policy, our sustainability reporting process begins with an understanding of the Group's context. This is followed by the ongoing identification and assessment of the Group's impacts. The most significant impacts are prioritised for reporting, and the result of this process is a list of material Sustainability Factors disclosed in this Report. Processes involved are shown in the chart below:



## Sustainability Governance

Sustainability is governed by the Board. The Board guides the management on addressing critical environmental, social and governance issues. The Board also provides directions to the management in developing a sustainability strategy and report, and determines the Sustainability Factors, climate-related risks and opportunities, and disclosure in the Report.

The Board is assisted by the SC, headed by the Chief Executive Officer ("**CEO**"). The SC includes representatives from the main business units and corporate functions. A cross-functional team has the responsibility to implement the sustainability strategy, review material impacts, consider stakeholder priorities, set targets, consolidate and verify sustainability metrics. A project coordinator assists the CEO in steering the sustainability reporting process.

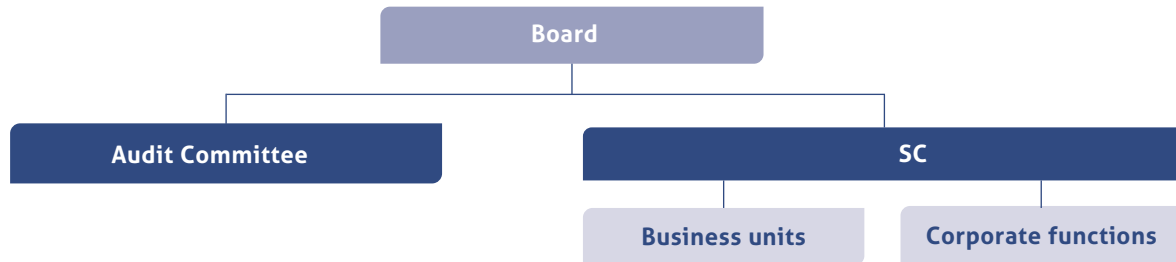
Besides the SC, the Board is also supported by the Audit Committee on specific sustainability matters under its terms of reference.

As part of our continual efforts to upgrade the knowledge of our directors on sustainability reporting and to meet the requirement in Rule 720(7) of SGX-ST Listing Manual, we confirm that all directors have attended one of the approved sustainability training courses.

# SUSTAINABILITY REPORT

Our sustainability governance structure and the responsibilities of component parties are detailed as follows:

## Sustainability governance structure



## Terms of reference of component parties

Component Party	Members	Terms of Reference
Board	Board members	<ul style="list-style-type: none"> <li>Determine material sustainability factors of the Group</li> <li>Review and approve sustainability strategy, policies and targets (including materiality assessment process and outcome)</li> <li>Monitor implementation of sustainability strategy, policies and performance against targets</li> <li>Oversee the identification and evaluation of sustainability and climate-related risks and opportunities</li> <li>Ensure the integration of sustainability and climate-related risks and opportunities within the Group's enterprise risk management ("ERM") framework</li> <li>Review and approve sustainability reports</li> </ul>
Audit Committee	Audit Committee members	<ul style="list-style-type: none"> <li>Review the adequacy and effectiveness of the Group's internal controls and risk management systems</li> <li>Oversee the conduct of assurance activities pertaining to the Group's sustainability reporting processes</li> </ul>
SC	<ul style="list-style-type: none"> <li>CEO</li> <li>Senior executives from main business units and corporate functions</li> </ul>	<ul style="list-style-type: none"> <li>Develop sustainability strategy and policies</li> <li>Ensure that the implementation of sustainability strategy is aligned across business segments</li> <li>Evaluate overall sustainability risks and opportunities, with a focus on climate-related risks and opportunities</li> <li>Perform materiality assessment</li> <li>Monitor sustainability activities and performance against targets</li> <li>Align the Group's practices with the organisation-wide sustainability agenda and strategies</li> <li>Consolidate sustainability metrics to track sustainability impact on a group basis and for reporting purposes</li> <li>Prepare sustainability reports</li> </ul>
Business units/ Corporate functions	Representatives from business units or corporate functions designated to support the work of the SC	<ul style="list-style-type: none"> <li>Align practices on the operational level with the Group's sustainability agenda and strategies</li> <li>Collect and compile sustainability metrics to track sustainability impact and for reporting purposes</li> </ul>

# SUSTAINABILITY REPORT

## Materiality Assessment

We perform an annual materiality assessment to ensure that Sustainability Factors disclosed in our sustainability reports remain current, material, and relevant. From the assessment, we identify material Sustainability Factors that impact our ability to create value for our stakeholders.

Both positive and negative impacts, actual and potential, are assessed based on: (i) the likelihood of occurrence and (ii) their significance on the economy, environment, people, human rights, and contribution to sustainable development.

## Performance Tracking and Reporting

We track the progress of our material Sustainability Factors by identifying the relevant sustainability metrics, monitoring and measuring them. In addition, we set performance targets that are aligned with our sustainability strategy to ensure that we remain focused on our path to sustainability. We consistently enhance our performance-monitoring processes and improve our data capturing systems. A sustainability report is published annually in accordance with our SR Policy.



## STAKEHOLDER ENGAGEMENT





We consider ongoing stakeholder engagement an important activity to develop effective management strategies and pursue sustainable business practices.

To be effective in engaging our stakeholders, we need to first have a good understanding of their concerns and expectations. Through their feedback and input, we develop practical business and sustainability strategies to meet their expectations.

A summary of our stakeholder engagement across the Entities Covered is presented below.

Key Stakeholders	Engagement Methods	Frequency of Engagement	Key Concerns	How We Meet Expectations
<b>Communities</b> 	<ul style="list-style-type: none"> <li>• Donations</li> <li>• Websites</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Environmental stewardship</li> <li>• Good corporate citizen</li> <li>• Humanitarian aid</li> <li>• Social inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Attain ISO 14001:2015 certification for environmental protection</li> <li>• Support community initiatives</li> </ul>
	<ul style="list-style-type: none"> <li>• Sustainability reports</li> </ul>	Annually		
<b>Customers</b> 	<ul style="list-style-type: none"> <li>• Meetings and visits</li> <li>• Marketing activities</li> <li>• Websites</li> <li>• Purchase agreements</li> </ul>	Regularly	<ul style="list-style-type: none"> <li>• Provision of high-quality products and reliable services, competitive prices, on-time delivery, compliant products</li> <li>• Protection of intellectual property</li> </ul>	<ul style="list-style-type: none"> <li>• Provide proactive customer support</li> <li>• Implement stringent quality control processes</li> <li>• Attain relevant international product certifications</li> <li>• Comply with relevant regulations</li> <li>• Secure necessary certifications from original equipment manufacturers</li> </ul>
	<ul style="list-style-type: none"> <li>• Telecommunication</li> </ul>	Ongoing		

# SUSTAINABILITY REPORT

Key Stakeholders	Engagement Methods	Frequency of Engagement	Key Concerns	How We Meet Expectations	
<b>Employees</b> 	<ul style="list-style-type: none"> <li>• Team meetings</li> <li>• Training workshops</li> <li>• Performance appraisals</li> <li>• Emails</li> <li>• Company events</li> </ul>	Regularly	<ul style="list-style-type: none"> <li>• Stable employment</li> <li>• Safe and conducive work environment</li> <li>• Equal employment opportunity</li> <li>• Rewards and recognition for performance</li> <li>• Personal development</li> <li>• Employment benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Implement fair and transparent human resource policies</li> <li>• Conduct regular training</li> <li>• Conduct performance appraisal</li> <li>• Provide performance incentives based on merit</li> </ul>	
	<ul style="list-style-type: none"> <li>• Standard operating procedures</li> </ul>	As and when required	<ul style="list-style-type: none"> <li>• Regulatory compliance with environmental, safety and health regulations, employment laws and other applicable laws</li> <li>• Cooperation during audit, inspection and when information is sought</li> </ul>	<ul style="list-style-type: none"> <li>• Implement policies and procedures to comply with applicable regulations</li> <li>• Keep employees informed of relevant regulatory requirements</li> <li>• Maintain high level of corporate governance</li> <li>• Adhere to relevant environmental compliance requirements</li> </ul>	
<b>Government and regulators ("Regulators")</b> 	<ul style="list-style-type: none"> <li>• Newsletters</li> <li>• Notifications</li> <li>• Websites</li> <li>• Licensing and permits</li> <li>• Regular discussion with relevant agencies</li> <li>• Meeting with auditors/inspectors</li> <li>• Consultations and briefings organised by key regulatory bodies</li> <li>• Emails</li> <li>• Telecommunication</li> </ul>	As and when required	<ul style="list-style-type: none"> <li>• Regulatory compliance with environmental, safety and health regulations, employment laws and other applicable laws</li> <li>• Cooperation during audit, inspection and when information is sought</li> </ul>	<ul style="list-style-type: none"> <li>• Implement policies and procedures to comply with applicable regulations</li> <li>• Keep employees informed of relevant regulatory requirements</li> <li>• Maintain high level of corporate governance</li> <li>• Adhere to relevant environmental compliance requirements</li> </ul>	
	<ul style="list-style-type: none"> <li>• Sustainability reports</li> </ul>	Annually	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Timely communications and updates</li> <li>• Sustainable business performance</li> <li>• Profits and dividends</li> <li>• Market valuation</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain high level of corporate governance</li> <li>• Maintain a competent management team</li> <li>• Publish annual reports</li> <li>• Provide timely updates and disclosures through the SGXNet</li> </ul>	
<b>Shareholders and investors ("Shareholders")</b> 	<ul style="list-style-type: none"> <li>• Annual general meetings</li> <li>• Annual reports</li> </ul>	Annually	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Timely communications and updates</li> <li>• Sustainable business performance</li> <li>• Profits and dividends</li> <li>• Market valuation</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain high level of corporate governance</li> <li>• Maintain a competent management team</li> <li>• Publish annual reports</li> <li>• Provide timely updates and disclosures through the SGXNet</li> </ul>	
	<ul style="list-style-type: none"> <li>• Group result announcements</li> </ul>	Half-yearly	<ul style="list-style-type: none"> <li>• Board meetings</li> <li>• Updates on websites</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Timely communications and updates</li> <li>• Sustainable business performance</li> <li>• Profits and dividends</li> <li>• Market valuation</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain high level of corporate governance</li> <li>• Maintain a competent management team</li> <li>• Publish annual reports</li> <li>• Provide timely updates and disclosures through the SGXNet</li> </ul>
	<ul style="list-style-type: none"> <li>• Board meetings</li> <li>• Updates on websites</li> </ul>	Regularly	<ul style="list-style-type: none"> <li>• Fair payment terms</li> <li>• Reasonable lead time</li> <li>• Reasonable price</li> <li>• Business growth</li> <li>• Demand volatility</li> </ul>	<ul style="list-style-type: none"> <li>• Provide clear purchase specifications</li> <li>• Make prompt payments for purchases to support supplier partnerships</li> <li>• Maintain fair payment terms</li> </ul>	
<b>Suppliers and vendors ("Suppliers")</b> 	<ul style="list-style-type: none"> <li>• Meetings and visits</li> <li>• Audits</li> <li>• Request for quotation and purchase orders</li> <li>• Feedback</li> <li>• Emails</li> <li>• Telecommunication</li> </ul>	Regularly	<ul style="list-style-type: none"> <li>• Fair payment terms</li> <li>• Reasonable lead time</li> <li>• Reasonable price</li> <li>• Business growth</li> <li>• Demand volatility</li> </ul>	<ul style="list-style-type: none"> <li>• Provide clear purchase specifications</li> <li>• Make prompt payments for purchases to support supplier partnerships</li> <li>• Maintain fair payment terms</li> </ul>	

## Membership of Associations

We actively engage and network with various trade associations through memberships. Key memberships held by our Group companies include the following:

- Singapore Business Federation;
- Food & Beverage Management Association;
- Restaurant Association of Singapore; and
- Association of Catering Professionals Singapore.






# SUSTAINABILITY REPORT



## MATERIAL SUSTAINABILITY FACTORS



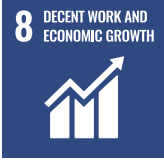


In FY2025, a materiality assessment was performed by the SC to update the material Sustainability Factors, and this was followed by a stakeholder engagement session<sup>3</sup> to understand the concerns and expectations of our stakeholders. In this Report, we also reported our progress in managing the material Sustainability Factors and set related targets to improve our sustainability performance.

We endeavour to incorporate the SDGs from the 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, where applicable, as a supporting framework to shape and guide our sustainability strategy. Below are the results showing how our material Sustainability Factors relate to these SDGs:

S/N	Material Sustainability Factor	Key Stakeholder	SDG	Our Effort
<b>ECONOMIC</b>				
1	Total customer satisfaction	<ul style="list-style-type: none"> <li>Customers</li> <li>Suppliers</li> </ul>	 8 DECENT WORK AND ECONOMIC GROWTH	We follow internationally recognised standards to ensure quality, safety, and environmental care. We invest in research and development for innovative products and maintain strong supplier relationships to uphold these standards and ensure reliable supply.
2	Economic performance	<ul style="list-style-type: none"> <li>Shareholders</li> </ul>	 8 DECENT WORK AND ECONOMIC GROWTH	We contribute to economic growth by creating long-term economic value for our stakeholders and providing timely updates to our shareholders.
<b>ENVIRONMENTAL</b>				
3	Energy conservation and GHG emissions reduction	<ul style="list-style-type: none"> <li>Communities</li> <li>Shareholders</li> </ul>	 13 CLIMATE ACTION	We implement measures to reduce energy consumption, improve efficiency, lower GHG emissions, and reduce costs. For instance, we maintain a solar system to produce renewable energy.
4	Responsible waste management	<ul style="list-style-type: none"> <li>Communities</li> <li>Regulators</li> <li>Shareholders</li> </ul>	 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	We manage waste generated from our business operations in a responsible manner, such as disposing wastewater through licensed contractors in accordance with the local regulations, returning and selling certain types of waste to vendors and waste collectors for recycling or disposal.
5	Water conservation	<ul style="list-style-type: none"> <li>Communities</li> <li>Shareholders</li> </ul>	 6 CLEAN WATER AND SANITATION	We implement water conservation measures and necessary measures to prevent accidental contamination of water.

<sup>3</sup> The Company distributed an online survey to its internal stakeholders of employees to gather perspectives on the most important Sustainability Factors for the Group to prioritise.

# SUSTAINABILITY REPORT

S/N	Material Sustainability Factor	Key Stakeholder	SDG	Our Effort
<b>SOCIAL</b>				
6	Occupational health and safety	• Employees	 3 GOOD HEALTH AND WELL-BEING	We adopt measures to minimise the health and safety risks in our workplace. We maintain ISO 45001 and BizSafe Star certification, reflecting our commitment to international and national standards of occupational health and safety.
7	Diversity and equal opportunity	• Employees	 10 REDUCED INEQUALITIES	We have in place human resource policies that support equal opportunities for all, based on merit.
8	Employee development and retention	• Employees	 8 DECENT WORK AND ECONOMIC GROWTH	We have in place employee retention strategies which include competitive benefits, attractive rewards for performance, opportunities for learning and growth and providing a respectful working environment.
9	Local communities	• Communities	 11 SUSTAINABLE CITIES AND COMMUNITIES	We contribute to worthy causes via donations to contribute actively to corporate social responsibility.
<b>GOVERNANCE</b>				
10	Robust corporate governance framework	• Regulators • Shareholders	 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	We maintain high standards of corporate governance by implementing policies and procedures, complying with relevant regulations and keeping employees informed.

We will update the material Sustainability Factors annually to reflect changes in business operations, the environment, stakeholder feedback and sustainability trends. For FY2025, following the review, several Sustainability Factors were refined and consolidated to better align with overlapping themes and enhance clarity. For further details, refer to the GRI Content Index in the Appendix.

# SUSTAINABILITY REPORT



## ECONOMIC

### Total Customer Satisfaction

#### Commitment

There is a global trend of growing concerns on the safe use of chemicals, and the potential impact of chemical manufacturing and transportation on health and safety of people and the environment. Ensuring product safety, the safety of our people and communities, and protecting the environment are our top priorities.

#### Approach

##### Quality assurance and certifications

As a leading supplier of lubricants and specialty chemicals in the Asia Pacific region, we adopt an integrated approach to quality, safety and environmental assurance, to ensure consistency in the quality of our products and services, so as to meet or exceed customers' expectations.

Our AP Oil products are formulated and quality controlled to meet standards and specifications of international institutions, including the American Petroleum Institute ("**API**"), Society of Automotive Engineers ("**SAE**") International, International Organization for Standardization ("**ISO**") and European Automobile Manufacturers' Association ("**ACEA**").

Our measures on this front include the following:

- Our in-house laboratories are well equipped with advanced equipment capable of providing comprehensive technical tests on our products;
- We regularly engage our customers through formal and informal methods, such as customer appraisal forms, to seek their feedback on aspects such as service, delivery and product excellence, to improve our customer service and product quality;
- Corrective actions are taken upon findings on customer dissatisfaction;
- Non-conforming materials and products are identified, segregated and reviewed to determine corrective actions and methods of disposal;
- Through training and conferences, we share knowledge and technical specifications with our customers; and
- On request, we can provide Material Safety Data Sheet, name, manufacturer, batch code and product specification for products sold to customers, so as to facilitate product traceability.

##### Research and development

We invest in research to develop innovative solutions for customers and provide superior quality products. Our research and development ("**R&D**") and quality assurance efforts are supported by our laboratories located across key markets. We are capable of performing metal element analysis, a higher level of R&D performance.

Our R&D team comprises qualified chemists and engineers. The mission of the R&D team is to continuously upgrade the quality of existing products and formulate new products to meet evolving market demand. The team focuses on developing customised lubricants for specific customer needs, improving our operational efficiency and cost effectiveness, and upgrading the quality and effectiveness of our specialty chemical products.

Our marketing and technical service teams work closely with customers to identify areas of improvement. The insights gained from such customer engagements help our R&D team to improve our existing products and formulate new products to meet customers' requirements.

# SUSTAINABILITY REPORT

## Maintain presence and proximity to our customers

We serve customers in more than 20 countries and regions, such as the United States of America, Greece, Australia, China, Japan, Bangladesh, the Middle East and ASEAN regions.

## Collaboration with suppliers

We work closely with our suppliers to ensure quality and timely delivery. Our significant purchases include raw materials such as base oils and lubricant components, as well as packaging materials. Strong supplier partnership is fundamental to our ability to offer a diverse and comprehensive product range, which we believe is essential for achieving customer satisfaction by allowing customers to select products that best meet their varied needs. To support the maintenance and expansion of product range, we continuously seek new synergistic products and foster robust vendor relationships. This approach not only enhances our supply resilience but also supports our commitment to product innovation and service excellence.

## **Performance**

### Market standards

The following entities are certified under the following international standards to assure our stakeholders that we prioritise quality and sustainability:

Standard/ Certification	Area	Entity	Purpose
ISO 9001:2015	Quality Management System	<ul style="list-style-type: none"> <li>AP Oil Pte Ltd</li> <li>A.I.M. Chemical Industries Pte Ltd</li> <li>GB Chemicals Pte Ltd</li> </ul>	The certification specifies the requirements for a quality management system that can demonstrate the ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements.
ISO 14001:2015	Environmental Management System	<ul style="list-style-type: none"> <li>AP Oil Pte Ltd</li> <li>A.I.M. Chemical Industries Pte Ltd</li> <li>GB Chemicals Pte Ltd</li> </ul>	The certification specifies requirements for an environmental management system to minimise organisations' environmental footprint, continually improve environmental performance and comply with relevant legal requirements.

### Non-compliance

There were no incidents of non-compliance concerning the health and safety of our products in 2025 (FY2024; FY2023: none).

## **Economic Performance**

### **Commitment**

We are committed to creating long-term economic value for our stakeholders through relevant and meaningful strategies.

### **Approach**

We aim to generate and distribute economic value by executing our business strategy. This includes staying informed of market trends, delivering profits, making dividend payments, maintaining a strong balance sheet and robust operating cash flows, and mitigating identified business risks.

# SUSTAINABILITY REPORT

## Performance

Our detailed financial performance is provided in the Annual Report under the financial statements. A summary of our economic performance, extracted from our financial statements, is provided below.

ECONOMIC PERFORMANCE INDICATORS (\$'000)			
	FY2023	FY2024	FY2025
Revenue	46,217	54,723	<b>56,752</b>
Profit after tax	523	2,055	<b>1,579</b>
Employee benefits	7,280	7,935	<b>8,265</b>
Income tax expense	139	174	<b>266</b>
Dividends declared	823	823	<b>823</b>



## ENVIRONMENTAL

### Energy Conservation and GHG Emissions Reduction

#### Commitment

As a leading lubricant and specialty chemicals business, we prioritise environmental management and resource conservation as integral to our business.

#### Approach

To run our operations, we rely mainly on the following energy sources:

- Diesel and petrol fuel in our vehicles and forklifts; and
- Electricity for lighting and operating plant equipment.

The GHG emissions resulting from our operations can be attributed mainly to the use of electricity, diesel and petrol consumption.

We aim to reduce our environmental footprints and at the same time, establish operational resilience that delivers long-term and sustainable value to our business. We adopt a balanced approach in effectively managing and minimising the impacts arising from our business operations.

#### Environmental management approach

Our key operating entities based in Singapore, comprising AP Oil Pte Ltd, A.I.M. Chemical Industries Pte Ltd and GB Chemicals Pte Ltd, are certified under the ISO 14001 Standards which provides a solid foundation to build our environmental efforts. We are committed to continual improvement by reducing resource consumption, ecological risks and wastage. Our environmental, health & safety ("EHS") policy aims to ensure continual improvement in managing our environmental impact and to meet applicable environmental regulations.

Our management and department representatives conduct periodic environmental reviews to identify key environmental issues in our operations, their associated environmental impact, risks, hazards and opportunities. The process includes a comprehensive environmental aspects risk assessment covering air pollution and emissions, as well as other aspects including resource depletion, water contamination, chemical and oil spills, hazardous and non-hazardous waste, noise and odour, and potential hazards.

# SUSTAINABILITY REPORT

We track and monitor our Scope 1 and 2 GHG emissions and are developing mechanisms to track our Scope 3 GHG emissions where relevant and practicable.

We measure our GHG emissions in alignment with the GHG Protocol: A Corporate Accounting and Reporting Standard (2004) and adopted the operational control approach as a basis to determine GHG emissions data consolidation boundaries across our reporting entities. This approach has been selected as it allows us to manage emissions from our operations where we have practical control to introduce relevant measures and implement operating policies. We have assessed that we have operational control over all reporting entities covered in this Report.

Details of our strategic levers under our decarbonisation approach are as follows:

Lever	Reduce	Produce	Neutralise
<b>Description</b>	<ul style="list-style-type: none"> <li>Reduce absolute GHG emissions first within our operations and followed by our supply chain</li> <li>Replace existing energy sources with low or zero-carbon sources</li> </ul>	On-site generation of green or renewable energy	Neutralise unavoidable residual GHG emissions
<b>Focus Area</b>	<ul style="list-style-type: none"> <li>Energy efficiency               <ul style="list-style-type: none"> <li>❖ Machinery and equipment</li> <li>❖ Lighting</li> </ul> </li> <li>Behavioural changes</li> <li>Clean energy</li> </ul>	Solar energy	<ul style="list-style-type: none"> <li>Renewable energy certificates ("REC")</li> <li>Carbon credits</li> </ul>

We review our energy consumption regularly to control usage and identify opportunities for reduction, and corrective actions are taken when there are unusual consumption patterns. We continuously strive to improve our energy use and efficiency through the following initiatives and plans:

Lever	Focus Area	Description
<b>Reduce</b>	Energy efficiency – Machinery and equipment	<ul style="list-style-type: none"> <li>When procuring equipment, we consider their energy efficiency.</li> <li>Vehicles undergo regular inspection to meet applicable emission standards.</li> </ul>
	Energy efficiency – Lighting	We use energy efficient light bulbs, where practicable, to minimise energy consumption.
	Behavioural changes	<p>We encourage our employees to adopt energy conservation habits which include:</p> <ul style="list-style-type: none"> <li>Turning off the equipment when not in use;</li> <li>Switching off lights before leaving meeting rooms and other work areas;</li> <li>Setting the temperature of air-conditioners to an optimal level by balancing both comfort and energy efficiency; and</li> <li>Keeping the doors and windows of air-conditioned rooms closed at all times.</li> </ul>

# SUSTAINABILITY REPORT

Lever	Focus Area	Description
	Clean energy – Grid	We constantly explore opportunities to source for cleaner and/or renewable energy from the power grid where we operate in, where possible.
	Clean energy – Electric vehicles	To support the Singapore Green Plan 2030 and contribute to a more sustainable future, we are committed to progressively transitioning our internal combustion vehicle fleet to electric vehicles. This transition will be guided by market developments, infrastructure readiness, and technological advancements.
<b>Produce</b>	Solar energy	As part of reducing GHG emissions, the Group invested in a solar system to produce renewable energy.
<b>Neutralise</b>	<ul style="list-style-type: none"> <li>• REC</li> <li>• Carbon credits</li> </ul>	<ul style="list-style-type: none"> <li>• We sell REC generated from our solar installations, contributing to the renewable energy market while supporting both our sustainability goals and business objectives.</li> <li>• We plan to explore the use of carbon credits to offset unavoidable residual emissions when the relevant markets mature.</li> </ul>

## Performance

Our consumptions of diesel and petrol fuel ("**Scope 1**"), electricity ("**Scope 2**") are presented below:

Energy Consumption (GJ)	FY2023	FY2024	FY2025
Mobile – Vehicles (Road transportation)	1,084	1,224	<b>1,245</b>
Mobile – Forklifts (Off-road transportation)	596	626	<b>699</b>
<b>Scope 1 (Direct)</b>	1,680	1,850	<b>1,944</b>
Electricity usage			
– Non-renewable energy sources	1,672	1,711	<b>1,863</b>
– Renewable energy sources (solar energy)	244	353	<b>361</b>
<b>Scope 2 (Indirect)</b>	1,916	2,064	<b>2,224</b>
<b>Total energy consumption</b>	3,596	3,914	<b>4,168</b>

# SUSTAINABILITY REPORT

The corresponding carbon emissions footprint are presented below:

GHG Emissions (tCO <sub>2</sub> e)	FY2023	FY2024	FY2025
Mobile – Vehicles (Road transportation)	81	91	<b>93</b>
Mobile – Forklifts (Off-road transportation) <sup>4</sup>	49	51	<b>57</b>
<b>Scope 1 (Direct)<sup>5</sup></b>	130	142	<b>150</b>
Electricity usage	194	196	<b>208</b>
<b>Scope 2 (Indirect)<sup>6</sup></b>	194	196	<b>208</b>
<b>Aggregated absolute Scope 1 and 2 GHG emissions</b>	324	338	<b>358</b>

The increase in total energy consumption and aggregated absolute Scope 1 and 2 GHG emissions between FY2024 and FY2025 was mainly due to higher operational activity and a more energy-intensive product mix.

## Responsible Waste Management

### Commitment

We are committed to reducing, reusing and recycling waste to minimise the impact on the environment as well as to improve our resource efficiency.

### Approach

Proactive management of operational waste

Waste generated from our operations includes both hazardous and non-hazardous waste, such as:

Category of Waste	Nature of Waste	Key Waste Management Methods
Hazardous waste	Chemical waste such as cleaning solvents, lubricant components, contaminated cleaning wipes, chemical containers	<ul style="list-style-type: none"> <li>We maintain procedures for segregating waste by source of generation and by type.</li> <li>We store waste in designated and clearly marked areas.</li> <li>Hazardous waste is appropriately sealed or enclosed to prevent accidental spillage or contamination.</li> <li>We ensure that hazardous waste is safely disposed of by engaging licensed waste management contractors.</li> </ul>

<sup>4</sup> Figures restated due to reclassification from stationary to mobile.

<sup>5</sup> CO<sub>2</sub>e emissions for Scope 1, from consumption of diesel and petrol controlled by a company, is calculated based on default emission factors and Global Warming Potential which were sourced from 2006 IPCC Guidelines for National Greenhouse Gas Inventories and IPCC Fifth and Sixth Assessment Reports respectively.

<sup>6</sup> CO<sub>2</sub>e emissions for Scope 2, electricity purchased by a company, is calculated based on grid emission factor published on Energy Market Authority website.

# SUSTAINABILITY REPORT

Category of Waste	Nature of Waste	Key Waste Management Methods
	Wastewater generated in our chemicals manufacturing facilities as a result of washing or cleaning of vessels or chemical blending tanks which contain chemical waste	We dispose wastewater through licensed contractors in accordance with the local regulations. The data collection on wastewater, which includes hazardous substances such as acids and alkalis, is regularly reviewed by the management of our manufacturing facilities.
	Batteries from forklift trucks	Batteries from forklift trucks are returned to vendors for recycling or disposal.
	Steel drums, plastic drums, and intermediate bulk containers ("IBC") contaminated with chemicals	<ul style="list-style-type: none"> <li>We reuse steel drums, plastic drums and IBC to store raw materials where possible.</li> <li>Used drums and IBC are sent to respective collectors for recycling or safe disposal.</li> </ul>
Non-hazardous waste	Physical waste such as steel drums, plastic drums, wooden pallets, carton boxes, packaging materials, and general office waste	<ul style="list-style-type: none"> <li>We recycle and reuse steel drums and plastic drums where possible. Used drums are sold to drum collectors for recycling or safe disposal.</li> <li>Wooden pallets are reused in our facilities as long as they are serviceable, and after which they are disposed of as general waste.</li> <li>Waste carton boxes are mainly reused as stuffing for cargo containers.</li> </ul>

## Preventing and responding to chemical and oil spills

Handling chemicals and oil involves risk of a spill that may result in water contamination and release of hazardous waste into the drainage system. Our target is zero spill on land or drainage, by taking preventive measures and ensuring emergency preparedness. We place dispersants and spill control kits at designated points to manage accidental spills. The Production and Engineering Departments are responsible for ensuring that spill kits are always ready and accessible. We conduct regular chemical and oil spill drills so that our employees can respond quickly and safely in the event of a spill, so as to minimise the damage to the environment.

## Minimising waste through environmental awareness and control

We believe that employees play a crucial role in preventing and managing environmental risks. We have an ongoing training programme to promote environmental awareness. The Production and Engineering Departments periodically review work instructions and methods to minimise hazards. To reduce waste, we focus on minimising wastage of raw materials used in production, by strictly adhering to product specifications. We are committed to complying with applicable environmental regulations and international standards which we have adopted. Our Production and Engineering Departments maintain a comprehensive environmental control programme and regularly inspect our facilities for potential risks of pollution and assess their impact.

# SUSTAINABILITY REPORT

## Performance

### Wastewater generated in our operations

Key statistics on wastewater generated from our operations are presented below:

Waste Generated	Unit of Measurement	FY2023	FY2024	FY2025
Wastewater	t	82	389	<b>402</b>

### Non-compliance

There were no incidents of spills of chemicals and oil on land or drainage in FY2025 (FY2024; FY2023: none). There were also no incidents of non-compliance with applicable environmental laws and/or regulations in FY2025 (FY2024; FY2023: none).

## Water Conservation

### Commitment

Water is a scarce resource, and it only gets more precious with our growing population, expanding economy and climate change. We are committed to responsible usage of water resources through enhancing our water consumption efficiency.

### Approach

We use water for cleaning vessels, general washing and production. Our approach is to conserve water by minimising the use and recycling or reusing when practical.

In Singapore, we buy water<sup>7</sup> from the Public Utilities Board, the national agency responsible for ensuring a sustainable and efficient water supply.

We implemented several water conservation measures, including using efficient equipment, ensuring water pipes and valves are properly maintained with prompt leak repairs, and regular reminders to employees.

## Performance

We measure and monitor our water usage as follows:

Sustainability Metric	Unit of Measurement	FY2023	FY2024	FY2025
Water consumption	m <sup>3</sup>	12,262	13,310	<b>10,979</b>
Tap water	m <sup>3</sup>	2,943	3,435	<b>2,929</b>
NEWater	m <sup>3</sup>	9,319	9,875	<b>8,050</b>

The decrease in water consumption between FY2024 and FY2025 despite an increase in the operational activity was mainly due to lesser activities relating to a key customer involving water-intensive processes.

<sup>7</sup> Disclosure on water drawn from water stress areas is not made as it is not applicable, given that the Group does not contribute significantly to the ability of Singapore, in which it operates in, to meet the human and ecological demand for water. Areas with water stress are identified based on the World Resources Institute Aqueduct Water Risk Atlas.

# SUSTAINABILITY REPORT



## SOCIAL

### Occupational Health and Safety

#### Commitment

Employee safety is a top priority for us. We are committed to providing a healthy and safe workplace for our people.

#### Approach

We manage the health and safety risks arising from our workplace through the following key measures:

- Maintain an effective occupational health and safety policy;
- Maintain a set of effective safe work procedures;
- Set up a Workplace Safety and Health Committee in entities with manufacturing operations, chaired by the respective Managing Directors or CEO, with representatives from various functions. The Committee meets regularly to review safety performance and develop improvement plans;
- Senior management reviews health and safety performance monthly;
- Perform workplace risk assessments in accordance with our risk management procedures. A dedicated risk assessment team is in place to identify, evaluate and monitor occupational health and safety hazards associated with work activities and processes. Work-related hazards include work at height; operating delivery trucks, forklift and machinery; direct contact with hazardous chemicals; and slips/trips/falls. Based on the results of the safety risk assessment, corrective measures are implemented to prevent injuries and accidents;
- Conduct routine maintenance of machinery and equipment to ensure that critical safety features remain functional so as to minimise the risk of workplace injuries;
- Provide ongoing safety training and briefings for our employees;
- Maintain an inventory list and safety data sheets of hazardous chemicals; and
- Ensure that employees involved in production activities wear appropriate personal protective equipment when carrying out various tasks.

We work constantly to improve our worksite design and remove risk factors that lead to musculoskeletal injuries, allowing for improved human performance and productivity.

#### Performance

AP Oil Pte Ltd and A.I.M. Chemical Industries Pte Ltd are certified under ISO 45001, reflecting our commitment to international standards of occupational health and safety. We also attained the bizSafe Star certification, the highest level in the bizSafe programme, for AP Oil Pte Ltd, and bizSafe Level 3 certification for GB Chemicals Pte Ltd. The bizSafe programme is administered by the Workplace Safety and Health Council, Singapore and it is a nationally recognised framework that helps companies improve their workplace safety and health management systems.

# SUSTAINABILITY REPORT

During FY2025, there were no fatal work-related accidents, recordable work-related injuries<sup>8</sup> and recordable work-related ill health cases<sup>9</sup> (FY2024: zero fatal work-related accidents and recordable work-related ill health cases, but one recordable work-related injury; FY2023: zero fatal work-related accidents, recordable work-related injuries and work-related ill health cases).

## Diversity and Equal Opportunity

### Commitment

Our workforce comprises employees of different nationalities and is culturally diverse. Accordingly, we believe that workplace diversity enriches our decision-making and enables us to serve diverse markets and customers more effectively. We also strive to build and promote a diverse, professional talent pool.

### Approach

In line with the commitment to build a better work environment for our employees, our recruitment guidelines are designed to reflect our belief in creating equal opportunities through the following principles:

- Merit-based hiring: Candidates are hired based on merits, qualifications, experience, job competencies, work ethics;
- Non-discrimination: We are committed to workplace diversity and do not discriminate against potential recruitment candidates in terms of race, religion, gender, nationalities;
- Talent development: We encourage internal promotions to develop our own talents; and
- Regulatory compliance: We comply with local employment regulations at all times.

We respect the rights of our people as provided for in national laws. Our policies prohibit child labour, forced labour and discrimination. We uphold our employees' rights to freedom of association and collective bargaining. While we currently do not have a collective bargaining agreement with a union, we remain committed to open and respectful dialogue with our workforce.

### Performance

As at 31 December 2025, we had 118 employees in Singapore (As at 31 December 2024: 113 people in Singapore; As at 31 December 2023: 111 employees in Singapore).

A breakdown of the workforce is as follows:

#### Employment type

Employment Type	FY2023	FY2024	FY2025
Permanent contract	92	102	<b>108</b>
Temporary (fixed term) contract	19	11	<b>10</b>
Total	111	113	<b>118</b>

<sup>8</sup> A workplace injury is defined as an occurrence, arising out of or in connection with work which results in an injury diagnosed by a physician or other licensed health care professional.

<sup>9</sup> A work-related ill-health case refers to an illness arising from exposure to hazards at work, and is diagnosed by a physician or other licensed health care professional.

# SUSTAINABILITY REPORT

## Gender diversity

In FY2025, females represented 31% (FY2024: 28%; FY2023: 32%) of our workforce. Attracting females to roles in chemical manufacturing remains challenging due to the technical and industrial nature of our operations. Nonetheless, we remain focused on creating a more inclusive environment and encouraging broader participation, regardless of gender, across the business.

Gender Diversity	FY2023	FY2024	FY2025
<b>Overall</b>			
Male	68%	72%	<b>69%</b>
Female	32%	28%	<b>31%</b>
<b>By Employee Category</b>			
<b>Management</b>			
Male	73%	71%	<b>71%</b>
Female	27%	29%	<b>29%</b>
<b>Non-Management</b>			
Male	67%	72%	<b>69%</b>
Female	33%	28%	<b>31%</b>

## Age diversity

Age Diversity	FY2023	FY2024	FY2025
<b>Overall</b>			
< 30 years old	13%	12%	<b>16%</b>
30 to 50 years old	49%	49%	<b>43%</b>
> 50 years old	38%	39%	<b>41%</b>

## Human rights

There were no incidents of child labour, forced labour or discrimination in FY2025 (FY2024; FY2023: none).

## **Employee Development and Retention**

### **Commitment**

We are committed to developing human capital by attracting and retaining passionate talent and building a culture of learning, diligence, sincerity, harmony and teamwork.

### **Approach**

Our retention strategies include competitive benefits, attractive rewards for performance, opportunities for learning and growth and providing a respectful working environment.

# SUSTAINABILITY REPORT

## Employee engagement and benefits

We adopt an open-door policy whereby employees have access to management to discuss their concerns and ideas. We actively engage our employees in their daily work and through their participation in activities such as ongoing safety briefing sessions and environmental awareness campaigns. Employees are also engaged through conventional means of communication such as internal memorandums, noticeboards and emails.

Our permanent employees enjoy an array of benefits such as leave entitlement, medical insurance and reimbursements of medical expenses. We adopt welfare practices in line with the pro-family legislations stipulated in Singapore. We provide maternity leave, paternity leave, shared parental leave ("**Parental Leave**"), childcare and extended childcare leave. We also offer flexible work arrangements, where appropriate, providing support for employees who need to manage work responsibilities alongside personal commitments. New employees attend orientations job training as part of transition programme. We recognise the contribution of our valuable employees and give out long service awards to employees who have worked continuously for at least 5 years.

## Performance management

We drive performance by promoting teamwork, encouraging open communication, and providing regular feedback. We periodically assess the performance and skills of our employees to ensure suitable rewards, promotions and personal development.

We maintain a performance management system across the Group that covers all permanent employees. Employees participate in a performance appraisal twice a year (and when necessary) to assess and discuss their performance.

## Training

We provide both in-house and external training opportunities for our employees. These opportunities are designed to strengthen technical capabilities, support career growth, and help our employees stay prepared for current and future business needs.

## **Performance**

### Hiring

In FY2025, we hired 24 (FY2024: 23; FY2023: 17) new employees. The statistics on new employees hired are as follows:

	Employee New Hires		
	FY2023	FY2024	FY2025
<b>Overall</b>	15%	20%	<b>20%</b>
<b>By Gender</b>			
Male	18%	22%	<b>16%</b>
Female	9%	16%	<b>31%</b>
<b>By Age Group</b>			
< 30 years old	43%	100%	<b>63%</b>
30 to 50 years old	16%	13%	<b>10%</b>
> 50 years old	5%	5%	<b>15%</b>

# SUSTAINABILITY REPORT

## Employee turnover

In FY2025, total employee turnover was 19 (FY2024: 21; FY2023: 16). The statistics on employee departures are as follows:

	Employee Departures		
	FY2023	FY2024	FY2025
<b>Overall</b>	14%	19%	<b>16%</b>
<b>By Gender</b>			
Male	16%	16%	<b>15%</b>
Female	11%	25%	<b>19%</b>
<b>By Age Group</b>			
< 30 years old	43%	79%	<b>32%</b>
30 to 50 years old	13%	16%	<b>12%</b>
> 50 years old	7%	2%	<b>15%</b>

## Training

During FY2025, our employees attended training sessions on workplace safety areas such as first aid, forklift operations, working at heights and confined spaces, as well as fire response. The average training hours per employee are presented below:

	FY2023	FY2024	FY2025
<b>Overall</b>			
Training hours per employee (hours)	2	4	<b>5</b>
<b>Gender (Male)</b>			
Training hours per employee (hours)	3	5	<b>6</b>
<b>Gender (Female)</b>			
Training hours per employee (hours)	1	1	<b>1</b>
<b>Management</b>			
Training hours per employee (hours)	1	1	<b>2</b>
<b>Non-Management</b>			
Training hours per employee (hours)	2	5	<b>5</b>

The increase in overall training hours per employee was mainly due to more focus on workplace safety training programmes.

# SUSTAINABILITY REPORT

## Parental Leave<sup>10</sup>

Key statistics on Parental Leave taken by eligible confirmed employees are as follows:

Sustainability Metric	FY2024		FY2025	
	Male	Female	Male	Female
Number of employees entitled to Parental Leave	–	–	–	4
Number of employees who took Parental Leave	–	–	–	4
Number of employees who returned to work after Parental Leave ended	–	–	–	4
Return to work rate of employees who are due to return after taking Parental Leave	-% <sup>11</sup>	-% <sup>11</sup>	-% <sup>12</sup>	100%

## Performance management<sup>10</sup>

During FY2025, all applicable confirmed employees on permanent employment contract received performance appraisals (FY2024: 100%).

## Local Communities

### Commitment

As a responsible and caring organisation, one of our goals is to contribute actively to corporate social responsibility.

### Approach

We contribute to worthy causes that resonate with the Group's values.

### Performance

In FY2024, we donated \$500,000 to the Nanyang Technological University ("NTU") to support its Enhanced Financial Aid Scheme ("EFAS"), reaffirming our commitment to making quality higher education accessible to students from all backgrounds. The programme aims to alleviate financial stress for full-time Singaporean undergraduates from less privileged households. Under the enhanced NTU scheme, the university provides full tuition fee coverage and/or living expenses for eligible undergraduates. To sustain this initiative, NTU is stepping up its fundraising efforts to build an endowment fund, allowing continued support for students in need.

In FY2025, we also donated over \$30,000 to humanitarian aid and non-governmental organisations, primarily supporting initiatives such as earthquake relief, inclusive healthcare, and the empowerment of older adults and youths.

<sup>10</sup> Not available for FY2023 as this is a newly disclosed sustainability metric.

<sup>11</sup> Return to work rate is not applicable as no employees took Parental Leave in FY2024.

<sup>12</sup> Return to work rate is not applicable as no male employees took Parental Leave in FY2025.

# SUSTAINABILITY REPORT



## GOVERNANCE

### Robust Corporate Governance Framework

#### Commitment

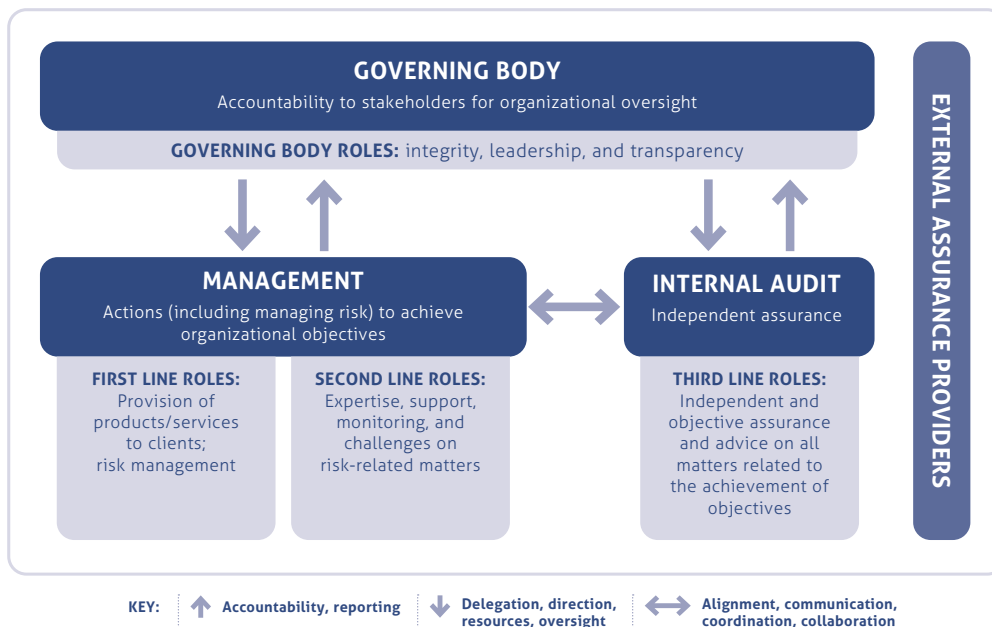
The long-term sustainability of our business is driven at the highest level of the organisation through a strong and effective board, good corporate governance. Accordingly, we are committed to conducting our business by adhering to the highest standards of ethics and integrity and in compliance with applicable laws.

#### Approach

The Group has zero tolerance for corruption or bribery; adopt fair employee grievance handling; and administer employee disciplinary actions in compliance with Ministry of Manpower guidelines.

The Group has put in place a whistle-blowing policy and has implemented procedures and arrangements by which staff may, in confidence, raise concerns about possible corporate improprieties in matters of financial reporting or other matters to the Audit Committee.

We aligned our corporate governance and risk management approach with the Three Lines Model issued by the Institute of Internal Auditors ("IIA"). The Three Lines Model serves to identify structures and processes that best assist the achievement of organisational objectives and facilitate strong governance and risk management. Under the Three Lines Model, the roles and responsibilities of governing body, management (first and second line roles), internal audit (third line roles) and the relationship among them are defined as follows:



Source: Three Lines Model issued by the IIA

The Group has adopted a board diversity policy which sets out its policy and framework for promoting diversity on the Board, to enhance its decision-making capability and be more effective in dealing with strategic change, to avoid group think and foster constructive debate. For more information relating to our corporate governance structure and practices, please refer to the Corporate Governance Report section of this Annual Report.

#### Performance

There were no incidents of corruption or bribery involving our Group during FY2025 (FY2024; FY2023: none). In FY2025, there were no incidents of non-compliance with applicable laws and regulations that resulted in significant fines and/or non-monetary sanctions (FY2024; FY2023: zero incidents).

# SUSTAINABILITY REPORT



## TARGETS AND PROGRESS

To measure our ongoing sustainability performance and drive continuous improvement, we developed a set of targets related to our material Sustainability Factors. Our progress against these targets is reviewed and reported on an annual basis with details as follows:

Legend	Progress Tracking
○○○	New target
●●●	Target achieved
●●○	On track to meet target
●○○	Not on track, requires review

S/N	Material Sustainability Factor	Target <sup>13</sup>	Current Year's Progress
<b>ECONOMIC</b>			
1	Total customer satisfaction	<u>Ongoing</u> Maintain zero incidents of non-compliance concerning the health and safety of our products	●●● Maintained zero incidents of non-compliance concerning the health and safety of our products
2	Economic performance	<u>Short-term</u> Maintain or improve financial performance subject to market conditions	●●○ The Group recorded a modest increase in revenue, mainly due to an increase in revenue from trading segment. However, headwinds in the Group's macro operating environment and flat customer demand for its products and services contributed to a decrease in net profit after tax.  While the macro environment may seem challenging due to global geopolitical uncertainties, the Group's prudent and careful management of its balance sheet and business models gives it confidence in its resilience. The Group is also focused on achieving operational excellence and scaling its core businesses to capture emerging global opportunities.

<sup>13</sup> Time horizons for target setting are (1) short-term: within 5 years (up to FY2029), (2) medium-term: between 6 and 20 years (from FY2030 to FY2044), (3) long-term: beyond 20 years (after FY2044), (4) ongoing: encompassing short-, medium-, and long-term.

# SUSTAINABILITY REPORT

S/N	Material Sustainability Factor	Target <sup>13</sup>	Current Year's Progress
<b>ENVIRONMENTAL</b>			
3	Energy conservation and GHG emissions reduction	<u>Ongoing</u> Implement energy efficiency measures to support long-term environmental sustainability	●●● Implemented energy efficiency measures across our operations to support long-term environmental sustainability, such as installing energy-saving equipment, solar panels, and regularly monitoring energy usage
4	Responsible waste management	<u>Ongoing</u> <ul style="list-style-type: none"> <li>• Maintain zero spills of chemicals and oil on land or drainage</li> <li>• Maintain zero incidents of non-compliance with applicable environmental laws and/or regulations</li> </ul>	●●● <ul style="list-style-type: none"> <li>• Maintained zero spills of chemicals and oil on land or drainage</li> <li>• Maintained zero incidents of non-compliance with applicable environmental laws and/or regulations</li> </ul>
5	Water conservation	<u>Ongoing</u> Implement water efficiency measures to support long-term environmental sustainability	●●● Implemented water efficiency measures across our operations to support long-term environmental sustainability, including installing water-saving equipment, ensuring prompt leak repairs, and monitoring water usage
<b>SOCIAL</b>			
6	Occupational health and safety	<u>Ongoing</u> Maintain zero incidents of fatal work-related accidents, recordable work-related injuries and ill health cases	●●● Maintained zero incidents of fatal work-related accidents, recordable work-related injuries and ill health cases
7	Diversity and equal opportunity	<u>Ongoing</u> Maintain zero incidents of child labour, forced labour or discrimination	●●● Maintained zero incidents of child labour, forced labour or discrimination
8	Employee development and retention	<u>Ongoing</u> Provide ongoing training to enhance employee skills	●●● Provided both in-house and external training opportunities to enhance employee skills and support professional development
9	Local communities	<u>Ongoing</u> Continue to participate in community engagement campaigns	●●● Continued to participate in community engagement campaigns
<b>GOVERNANCE</b>			
10	Robust corporate governance framework	<u>Ongoing</u> Maintain zero incidents of corruption or bribery	●●● Maintained zero incidents of corruption or bribery

# SUSTAINABILITY REPORT

For the material Sustainability Factors identified this Report, the Board and SC have considered the relevance and usefulness of setting related targets in the short-term, medium-term and long-term horizons. As the historical data trends for certain material Sustainability Factors have yet to stabilise, we have not set the related medium and long-term targets and will disclose such targets in our future sustainability reports when the data trends have stabilised and subject to market trends.



## CLIMATE-RELATED DISCLOSURES

Our climate-related disclosures are produced based on the 11 recommendations of TCFD.

### Governance

#### *a. Describe the board's oversight of climate-related risks and opportunities.*

The Board oversees the management and monitoring of the Sustainability Factors and considers climate-related issues in determining the Group's strategic direction and policies.

#### *b. Describe management's role in assessing and managing climate-related risks and opportunities.*

Our sustainability strategy is developed and directed by the SC in consultation with the Board. The SC, which includes representatives from the main business units and corporate functions, is led by the CEO. The responsibilities of the SC include considering climate-related issues in the development of sustainability strategy, target setting, as well as collection, monitoring and reporting of performance data.

### Strategy

#### *a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.*

#### *b. Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.*

We recognise that climate change poses different types of risks to our business. The Group's assessment on potential implications of climate-related risks was undertaken based on the Network of Central Banks and Supervisors for Greening the Financial System ("NGFS") range of climate scenarios:

Scenario	Description
<u>Orderly</u> Net zero 2050	Reaching net-zero global CO <sub>2</sub> emissions by 2050 will require an ambitious transition across all sectors of the economy. Scenarios tend to emphasise the importance of decarbonising the electricity supply, increasing electricity use, increasing energy efficiency, and developing new technologies to tackle hard-to-abate emissions. Transition risks to the economy could result from higher emissions costs and changes in business and consumer preferences. Physical risks would be minimised.
<u>Hot house world</u> Current policies	While many countries have started to introduce climate policies, they are not yet sufficient to achieve official commitments and targets. If no further measures are introduced, 3°C or more of warming could occur by 2100. This would likely result in deteriorating living conditions in many parts of the world and lead to some irreversible impacts like sea-level rise. Physical risks to the economy could result from disruption to ecosystems, health, infrastructure and supply chains.

# SUSTAINABILITY REPORT

We selected NGFS' orderly and hot house world scenarios for the purpose of our qualitative climate scenario analysis. The impact of the climate-related risks is analysed on group-wide activities in the short-term (within 5 years, up to FY2029), medium-term (between 6 and 20 years, from FY2030 to FY2044) and long-term (beyond 20 years, after FY2044). Based on the above-mentioned scenarios, the climate-related risks and opportunities identified by the Group during a climate-related risk assessment exercise include the following:

## Physical risk

Physical Risk 1: Increased Severity of Extreme Weather Events			
<b>Description</b>	Weather disruption, heavy rain or flooding, extreme heat, global warming, strong winds arising from climate change may lead to supply chain disruptions, increased cost of raw materials, injuries to workers, equipment damage from water ingress into control rooms, workshops and storage areas. This may increase production costs due to escalating input prices (e.g. energy, water, raw materials) and output related (e.g. waste treatment).		
	As a low-lying nation, Singapore is also particularly vulnerable to the threat of rising sea levels. To address this, legislation requires coastal landowners to implement protective measures, which could involve costs and have financial implications for businesses.		
	Additionally, extreme heat caused by climate change are expected to increase operational costs through higher cooling and energy expenditures, while also reducing labour productivity due to heat-related health and safety risks.		
	These physical risks may increase operational and maintenance costs and disrupt production. In particular, the need to adopt energy-efficient equipment and other measures to manage climate-related impacts could lead to additional investment requirements and higher costs for businesses.		
	We remain vigilant in monitoring the impact of climate change on our operations, mindful of the alarming estimated global cost of USD 16 million per hour <sup>14</sup> arising from climate-related damage.		
<b>Financial Impact</b>	<b>Short-Term</b>	<b>Medium-Term</b>	<b>Long-Term</b>
	<b>Scenario: Orderly</b>		
	●	●	●
	<b>Scenario: Hot house world</b>		
	●	●	●
<b>Mitigation Measure</b>	The Group taps on the advancement of technology by investing in assets that produce or use renewable energy to reduce GHG emissions. Examples include installation of solar panels. These investments will also reduce exposure to the fluctuation of non-renewable energy price. In addition, the Group is monitoring the risks associated with rising sea levels and is in the process of developing appropriate mitigation measures.		
<b>Climate-related Opportunity</b>	In view of the potential environmental risks and the resultant emerging needs for energy efficiency and lower emissions technologies, the Group realises the opportunity to invest in energy-efficient technologies and renewable energy use.		
	The Group monitors sea level trends and government developments, leveraging these insights to enhance the climate resilience of its coastal assets and strengthen long-term operational sustainability.		

<sup>14</sup> Source: <https://www.weforum.org/agenda/2023/10/climate-loss-and-damage-cost-16-million-per-hour/>

# SUSTAINABILITY REPORT

## Transition risk

Transition Risk 1: Enhanced GHG Emissions Reporting Obligations			
<b>Description</b>	<p>With rising concerns over the effects of climate change, key stakeholders such as the regulators and shareholders are requiring reporting of climate-related information. Failure to comply with enhanced GHG emissions reporting obligations may lead to adverse impacts on the Group's reputation and financial performance.</p> <p>These new requirements necessitate the investment of manpower resources in more comprehensive data collection, analysis, and reporting processes, greater involvement from management, and additional costs for consultants and employee training.</p>		
<b>Financial Impact</b>	<b>Short-Term</b>	<b>Medium-Term</b>	<b>Long-Term</b>
	<b>Scenario: Orderly</b>		
	●	●	●
	<b>Scenario: Hot house world</b>		
	●	●	●
<b>Mitigation Measure</b>	<p>To strengthen our sustainability governance structure, we establish a SC for managing and monitoring our material Sustainability Factors, including working with the various business units and corporate functions to ensure that these are integrated into our day-to-day operations.</p> <p>In addition, we established terms of reference for component parties involved in the sustainability reporting process, for clarity and accountability purposes.</p>		
<b>Climate-related Opportunity</b>	<p>Enhanced GHG reporting enables us to identify energy inefficiencies and operational hotspots, creating opportunities to improve efficiency, reduce waste, and lower costs. At the same time, it strengthens supply chain resilience through closer collaboration with suppliers and customers, while enhancing stakeholder confidence and investor trust by demonstrating transparency and responsible business practices.</p>		

### Legend

● Minor   ● Moderate   ● Major

These climate-related risks and opportunities remain relevant for the Group for the purpose of planning and decision making and will be updated periodically or where there is a major change in our business model.

Based on the scenarios above, we will continue to develop adaptation and mitigation plans and allocate resources towards transitioning to low or net zero carbon practices, through optimal business strategy and effective financial planning. We strive to minimise climate risks associated with our business and will seize opportunities by expanding collaboration and partnership with key stakeholders to innovate and develop low-carbon goods and services for the market.

*c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.*

The resilience of an organisation's strategy is dependent on its ability to adapt and thrive in the face of changing circumstances and emerging risks. Climate scenario analysis is crucial in providing insights into the potential extent of climate-related risk exposure to our businesses as well as the potential opportunities.

# SUSTAINABILITY REPORT

Through our climate scenario analysis, we concluded that unmitigated physical climate risk of increased severity of extreme weather events under hot house world scenario may result in a major financial impact in the medium and long-term. Under the orderly scenario, the transition climate risk of cost increase from enhanced GHG emissions reporting obligations is not expected to result in significant financial impacts in the short, medium, or long-term. To address the risks and capitalise on opportunities associated with climate change, we will continuously build on our strategy to remain resilient as we progress in our sustainability journey.

## Risk Management

- a. Describe the organisation's processes for identifying and assessing climate-related risks.
- b. Describe the organisation's processes for managing climate-related risks.
- c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.

The Group's climate-related risks and opportunities are identified and assessed during a climate-related risk assessment exercise. We also manage our climate-related risks by monitoring the trend of climate-related performance indicators.

Under the assessment, business units and support functions are responsible for identifying and documenting their relevant risk exposures that might hinder their progress towards contributing to the Group's business objectives. We will integrate climate-related risks into our risk management framework in the future.

## Metrics and Targets

- a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.

We track, measure and report on our environmental performance, including energy, water and waste management, and disclose related metrics in our Report. Monitoring and reporting these metrics help us in identifying areas with material climate-related risks and enabling us to be more targeted in our efforts.

- b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions, and the related risks.

To support the climate change agenda, we disclose our Scope 1 and Scope 2 GHG emissions in the sustainability report. We aim to review our Scope 3 emissions to better track and disclose our material Scope 3 emissions on categories relevant to the Group and where data is available.

- c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.

As a commitment towards mitigating climate change, we have set climate-related targets related to energy, GHG emissions, and water management. For further details, please refer to the section 'Targets and Progress'.

# SUSTAINABILITY REPORT

## APPENDIX GRI CONTENT INDEX

<b>Statement of use</b>	AP Oil International Limited has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards.
<b>GRI 1 used</b>	GRI 1: Foundation 2021

GRI Standard	Disclosure	Page Reference
<b>General Disclosures</b>		
GRI 2: General Disclosures 2021	<b>The Organisation and its Reporting Practices</b>	
	2-1 Organisational details	01, 60, 89, 111-112, 122-123
	2-2 Entities included in the organisation's sustainability reporting	123
	2-3 Reporting period, frequency and contact point	123-124, 128
	2-4 Restatements of information	123, 137
	2-5 External assurance	124
	<b>Activities and Workers</b>	
	2-6 Activities, value chain and other business relationships	01, 15, 122
	2-7 Employees	141-142
	2-8 Workers who are not employees	We have 4 workers who are not employees as at 31 December 2025. They relate to outsourced security guards.
	<b>Governance</b>	
	2-9 Governance structure and composition	10-12, 22-24, 146
	2-10 Nomination and selection of the highest governance body	25-26
	2-11 Chair of the highest governance body	10, 22, 24-25
	2-12 Role of the highest governance body in overseeing the management of impacts	18, 124, 126-127
	2-13 Delegation of responsibility for managing impact	126-127
	2-14 Role of the highest governance body in sustainability reporting	126-127
	2-15 Conflicts of interest	17, 39
	2-16 Communication of critical concerns	36, 146
	2-17 Collective knowledge of the highest governance body	19-21, 126
	2-18 Evaluation of the performance of the highest governance body	27-28
2-19 Remuneration policies	28-31	
2-20 Process to determine remuneration	28-31	
2-21 Annual total compensation ratio	Information is not provided due to confidentiality constraints.	

# SUSTAINABILITY REPORT

GRI Standard	Disclosure	Page Reference
<b>General Disclosures</b>		
GRI 2: General Disclosures 2021	<b>Strategy, Policies and Practices</b>	
	2-22 Statement on sustainable development strategy	06-07, 124
	2-23 Policy commitments	134, 140-141, 146
	2-24 Embedding policy commitments	134, 140-141, 146
	2-25 Processes to remediate negative impacts	36, 37, 146
	2-26 Mechanisms for seeking advice and raising concerns	36, 37, 146
	2-27 Compliance with laws and regulations	133, 139, 142, 146
	2-28 Memberships associations	129
	<b>Stakeholder Engagement</b>	
	2-29 Approach to stakeholder engagement	128-129
2-30 Collective bargaining agreements	None of our employees are covered by collective bargaining agreements.	
<b>Material Topics</b>		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	125-128, 130-131
	3-2 List of material topics	<p>For FY2025, following the review, several Sustainability Factors were merged into single material Sustainability Factors due to overlaps and similarities in themes:</p> <ul style="list-style-type: none"> <li>• Customer Health and Product Safety and Marketing and Labelling were merged as Total Customer Satisfaction;</li> <li>• Energy and GHG emissions and Climate Related were merged as Energy Conservation and GHG Emissions Reduction;</li> <li>• Waste and Wastewater were merged as Responsible Waste Management;</li> <li>• Employment and Diversity were merged as Diversity and Equal Opportunity;</li> <li>• Attracting and Retaining Talent and Employee Training and Development were merged as Employee Development and Retention; and</li> <li>• Anti-Corruption and Socio-Economic Compliance were merged as Robust Corporate Governance Framework.</li> </ul>

# SUSTAINABILITY REPORT

GRI Standard	Disclosure	Page Reference
<b>Material Topics</b>		
<b>Total Customer Satisfaction</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	132-133, 147
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety of products and services	133
<b>Economic Performance</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	133, 147
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	05, 56, 59, 134
<b>Energy Conservation and GHG Emissions Reduction</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	134-136, 148
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	136
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	137
	305-2 Energy indirect (Scope 2) GHG emissions	137
<b>Responsible Waste Management</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	137-138, 148
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	138
	303-4 Water discharge	139
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	137-138
	306-2 Management of significant waste-related impacts	137-138
<b>Water Conservation</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	139, 148
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	139
	303-3 Water withdrawal	139
	303-5 Water consumption	139

# SUSTAINABILITY REPORT

GRI Standard	Disclosure	Page Reference
<b>Material Topics</b>		
<b>Occupational Health and Safety</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	140, 148
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	140
	403-2 Hazard identification, risk assessment, and incident investigation	140
	403-5 Worker training on occupational health and safety	140
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	140
	403-9 Work-related injuries	141
	403-10 Work-related ill health	141
<b>Diversity and Equal Opportunity</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	141, 148
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	142
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	142
<b>Employee Development and Retention</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	142-143, 148
GRI 401: Employment 2016	401-1 New Employee hires and employee turnover	143-144
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	143
	401-3 Parental leave	145
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	144
	404-2 Programs for employee skills and transition assistance	144
	404-3 Percentage of employees receiving regular performance and career development reviews	145

# SUSTAINABILITY REPORT

GRI Standard	Disclosure	Page Reference
<b>Material Topics</b>		
<b>Local Communities</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	145, 148
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	145
<b>Robust Corporate Governance Framework</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	146, 148
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	146

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# AP OIL INTERNATIONAL LIMITED

Registration No. 197502257M

## IMPORTANT:

1. The 2026 Annual General Meeting will be held physically at the registered office of the Company. **There will be no option for shareholders to participate virtually.** The Notice of Meeting has been published on 6 April 2026 on the SGX website and the Company's website at <http://apoil.com.sg>.
2. For investors who have used their CPF monies and/or SRS monies to buy the Company's shares, 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. CPF and/or SRS investors who wish to vote should contact their CPF and/or SRS Approved Nominees to submit their voting instructions **by 2.00 p.m. on 16 April 2026.**
3. By submitting this proxy form, the shareholder accepts and agrees to the personal data privacy terms set out in this proxy form.
4. Please read the notes overleaf which contain instructions on, inter alia, the appointment of the Chairman of the Meeting as a shareholder's proxy to attend, speak and vote on his/her/its behalf at the Meeting.

## ANNUAL GENERAL MEETING PROXY FORM

I/We \_\_\_\_\_ NRIC/Passport No./Registration No. \_\_\_\_\_

of \_\_\_\_\_  
being a shareholder(s) of **AP Oil International Limited** (the "Company"), hereby appoint:

Name	Address	NRIC/Passport Number	Proportion of Shareholdings (%)

and/or\*

Name	Address	NRIC/Passport Number	Proportion of Shareholdings (%)

or failing \*him/her, the Chairman of the Annual General Meeting as \*my/our \*proxy/proxies to vote for \*me/us on \*my/our behalf at the Annual General Meeting to be held at 18, Pioneer Sector 1, Singapore 628428 on 28 April 2026 at 2.00 p.m. and at any adjournment thereof.

\*I/We direct \*my/our \*proxy/proxies to vote for or against, or abstain from voting the Ordinary Resolutions to be proposed at the Annual General Meeting as indicated hereunder. If no specified directions as to voting is given, the \*proxy/proxies will vote or abstain from voting at \*his/her/their discretion, as \*he/she/they will on any other matter arising at the Annual General Meeting and at any adjournment thereof.

No.	Resolutions	For**	Against**	Abstain**
1	Adoption of the Statement by Directors and the Audited Financial Statements of the Company for the reporting year ended 31 December 2025, together with the Auditor's Report thereon			
2	Declaration of a final exempt (one-tier) dividend of 0.50 cent per ordinary share for the reporting year ended 31 December 2025			
3	Re-election of Mr Ho Chee Hon as a Director of the Company			
4	Re-election of Mr Chang Kwok Wah as a Director of the Company			
5	Approval of the payment of Directors' fees of \$90,000 for the reporting year ending 31 December 2026, payable half-yearly in arrears			
6	Re-appointment of Messrs RSM SG Assurance LLP as the Auditors of the Company and authority to Directors of the Company to fix their remuneration			
7	Proposed Share Issue Mandate			
8	Proposed Renewal of the Share Buyback Mandate			

\* Delete accordingly

\*\* Voting will be conducted by poll. If you wish to exercise all your votes "For" or "Against" the relevant resolution, please tick "X" in the relevant box provided. Alternatively, please indicate the number of votes "For" or "Against" each resolution. If you mark "X" in the Abstain box for a particular resolution, you are directing your proxy not to vote on that resolution.

Signed this \_\_\_\_\_ day of \_\_\_\_\_ 2026

Total No. of Shares in	No. of Shares
CDP Register	
Register of Members	

\_\_\_\_\_  
Signature or Common Seal of shareholder

**IMPORTANT:** PLEASE READ NOTES OVERLEAF



## NOTES:

1. Please insert the total number of shares held by you. If you have shares entered against your name in the Depository Register (as defined in Section 81SF of the Securities and Futures Act 2001), you should insert that number of shares. If you have shares registered in your name in the Register of Members, you should insert that number of shares. If you have shares entered against your name in the Depository Register and shares registered in your name in the Register of Members, you should insert the aggregate number of shares. If no number is inserted, this form of proxy will be deemed to relate to all the shares held by you.
2. A shareholder of the Company who is not a relevant intermediary is entitled to appoint not more than two (2) proxies to attend, speak and vote on his/her behalf at the Annual General Meeting. Where a shareholder of the Company appoints more than one (1) proxy, he/she shall specify the proportion of his/her shares to be represented by each such proxy, failing which, the nomination shall be deemed to be alternative.
3. Pursuant to Section 181 of the Companies Act 1967 of Singapore, any shareholder of the Company who is a relevant intermediary is entitled to appoint one (1) or more proxies to attend, speak and vote at the Annual General Meeting. A relevant intermediary is either:
  - (i) a banking corporation licensed under the Banking Act 1970 or its wholly-owned subsidiary which provides nominee services and holds shares in that capacity;
  - (ii) a capital market services license holder which provides custodial services for securities under the Securities and Futures Act 2001 and holds in that capacity; or
  - (iii) the Central Provident Fund ("CPF") Board established by the Central Provident Fund Act 1953, in respect of shares purchased on behalf of CPF investors.

An investor who buys shares using CPF monies ("CPF Investor") and/or SRS monies ("SRS Investor") (as may be applicable) may attend and cast his/her vote(s) at the Annual General Meeting in person. CPF and SRS Investors who are unable to attend the Annual General Meeting but would like to vote, may inform their CPF and/or SRS Approved Nominees to appoint the Chairman of the Meeting to act as their proxy, in which case, the CPF and SRS Investors shall be precluded from attending the Annual General Meeting.

4. The instrument appointing a proxy or proxies, duly executed, must be submitted to the Company in the following manner:
  - (a) if by post, to the **Share Registrar of the Company, Tricor Barbinder Share Registration Services, 9 Raffles Place, #26-01 Republic Plaza, Tower I, Singapore 048619**; (Opening Hours is 9.00 a.m. to 5.30 p.m., Mondays to Fridays (excluding Public Holidays)); or
  - (b) if by post, to the **registered office of the Company at 18, Pioneer Sector 1, Singapore 628428**/if by email to the Company, to email address [interns1@apoil.com.sg](mailto:interns1@apoil.com.sg)

in either case, at least 72 hours before the time fixed for the Annual General Meeting, ie 2.00 p.m. on 25 April 2026.

A shareholder who wishes to submit an instrument of proxy must first download, complete and sign the proxy form, before submitting it by post to the address provided above, or sending it by email to the email address provided above.

5. The instrument appointing a proxy or proxies must be under the hand of the appointor or his/her attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed under its common seal or signed on its behalf by an attorney duly authorised in writing or by an authorised officer of the corporation.
6. Where an instrument appointing a proxy or proxies is signed on behalf of the appointor by an attorney the letter or power of attorney (or other authority) or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the instrument of proxy, failing which the instrument may be treated as invalid.
7. A corporation which is a shareholder may by resolution of its directors or other governing body authorise such person as it thinks fit to act as its representative at the Annual General Meeting.
8. Completion and return of the Proxy Form by a shareholder will not prevent him/her from attending, speaking and voting at the Annual General Meeting if he/she so wishes. The appointment of the proxy(ies) for the Annual General Meeting will be deemed to be revoked if the shareholder attends the Annual General Meeting in person and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the relevant instrument appointing a proxy(ies) to the Annual General Meeting.
9. The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxies. In the case of shareholders of the Company whose shares are entered against their names in the Depository Register, the Company may reject any instrument appointing a proxy or proxies lodged if such shareholders are not shown to have shares entered against their names in the Depository Register at 72 hours before the time appointed for holding the Annual General Meeting as certified by The Central Depository (Pte) Limited to the Company.

## Personal Data Privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s), the shareholder accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 6 April 2026.





### **AP Oil International Limited**

18 Pioneer Sector 1, Singapore 628428

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#### **AP Oil Pte Ltd**

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#### **ALPHA Pacific Petroleum (S) Pte Ltd**

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#### **A.I.M. Chemical Industries Pte Ltd**

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#### **GB Chemicals Pte Ltd**

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#### **AP Oil Singapore (Chongqing) Limited**

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