



ONEAPEX

ANNUAL
REPORT
2025



This annual report has been reviewed by the Company's sponsor, Novus Corporate Finance Pte. Ltd. (the "**Sponsor**"). It has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "**Exchange**") and the Exchange assumes no responsibility for the contents of this annual report, including the correctness of any of the statements or opinions made or reports contained in this annual report. The contact person for the Sponsor is Mr. Andrew Leo, Chief Executive Officer, at 7 Temasek Boulevard, #04-02 Suntec Tower 1, Singapore 038987, telephone (65) 6950 2188.

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**OneApex Limited (the “Company”)
was incorporated on 30 September 2010 and was
listed on the Catalist board of the Singapore Exchange
Securities Trading Limited (“SGX”) on 28 February 2011.**

OneApex Limited (the “**Company**”) was incorporated on 30 September 2010 and was listed on the Catalist board of the Singapore Exchange Securities Trading Limited (“**SGX**”) on 28 February 2011.

Prior to 2018, the Group specialised in the production of a range of healthy and nutritious, generic and designer eggs under the Group’s brand name, “Chews” through its main operating subsidiary in Singapore, Chew’s Agriculture Pte Ltd.

On 8 October 2018, Goldhill Trust Pte Ltd (“**Goldhill Trust**”) became the controlling shareholder of the Company.

On 31 January 2019, the Group with its team of new directors and management, changed the Company’s name to OneApex Limited (Chinese name “亿高有限公司”) and has obtained shareholders’ approval for diversification of its business to Property Investment, Property Management and Property Development and Financial Investment Services.

Today, the Group is a Singapore-based real estate developer , having completed the disposal of its financial services operations on 6 February 2025 (the “**Disposal**”).

Beginning with the acquisition of KC Industries Pte Ltd in 2020, the Group is focused on growing its property portfolio footprint in Singapore and is forging ahead to become a reputable developer in Singapore.

**EXECUTIVE DIRECTOR
AND CHIEF EXECUTIVE OFFICER**



**MR. TAN PEI HONG, ALEX
(CHENG PEIFENG)**

CHAIRMAN'S AND CEO'S STATEMENT AND FINANCIAL REVIEW

DEAR SHAREHOLDERS,

It is our pleasure to present to you OneApex's (the "**Company**" or "**OneApex**" and together with its subsidiaries, the "**Group**") Annual Report and the Group's financial results for the financial year ended 30 September 2025.

Review of Consolidated Statement of Comprehensive Income

Continuing Operations

The Group recorded revenue of approximately S\$0.1 million in FY2025 as compared to approximately S\$76.3 million in FY2024. The decrease of approximately S\$76.2 million in revenue was mainly due to (i) the recognition of revenue relating to the sales of Apex Foodworks upon receiving the Temporary Occupation Permit ("**TOP**") amounting to S\$76.2 million in FY2024, with no corresponding revenue in FY2025. The revenue generated during FY2025 relates to the management fees earned from the property management division.

Other income decreased by approximately S\$1.3 million from approximately S\$1.5 million in FY2024 to approximately S\$0.2 million in FY2025. The decrease was mainly due to the absence of a one-off gain on disposal of an associated company (Tuas Seatown Dormitory Pte. Ltd. ("**TSD**")) amounting to approximately S\$1.4 million in FY2024, which was partially offset by a S\$0.1 million increase in interest income in FY2025.

The costs of properties sold, amounting to approximately S\$58.8 million in FY2024, were related to the development costs for the units in Apex Foodworks, which had obtained TOP and were sold during the course of FY2024. There were no new units in Apex Foodworks sold during FY2025.

Employee benefits expense decreased by approximately S\$0.6 million, from approximately S\$1.6 million in FY2024 to approximately S\$1.0 million in FY2025. The decrease is mainly due to an absence of a one-time increase in staff bonuses of approximately S\$0.6 million that was paid out in FY2024 in view of the Group's good performance in FY2024, with no similar bonuses being paid out in FY2025.

Depreciation expenses remained relatively stable in FY2025 and FY2024 at approximately S\$0.1 million.

Other operating expenses increased by approximately S\$0.1 million, from approximately S\$0.5 million in FY2024 to approximately S\$0.6 million in FY2025. The increase is mainly due to an increase in rental expenses of S\$0.04 million and an increase in write-off of fixed assets amounting to S\$0.06 million.

Share of associate's results decreased by approximately S\$0.8 million from approximately S\$0.8 million in FY2024 to nil in FY2025. The decrease in the share of associate's results is attributable to the disposal of the Company's associated company, TSD. Following the disposal of TSD which was completed on 17 July 2024, no further share of profit was recognised from TSD in FY2025.

Income tax expense decreased by approximately S\$2.4 million from approximately S\$2.5 million in FY2024 to approximately S\$0.01 million in FY2025. The decrease in tax expense is mainly due there being no new units sold in Apex Foodworks in FY2025 vis-à-vis the recognition of profit arising from the sales of units in Apex Foodworks upon receiving the TOP in FY2024.

As a result of the above, the Group recorded a net loss after tax of approximately S\$1.3 million in FY2025 as compared to a net profit after tax of approximately S\$15.1 million in FY2024.

Discontinued Operations

Loss from discontinued operations amounted to approximately \$0.03 million in FY2025 as compared to a loss of approximately \$0.05 million in FY2024. The decrease is mainly due to the recognition of a gain on the Disposal during the year amounting to \$0.04 million in FY2025, which was offset by a loss from discontinued operations of S\$0.06 million recorded in FY2025.

Review of the Financial Position of the Group

The Group's total assets decreased by approximately S\$15.8 million, from approximately S\$25.0 million as at 30 September 2024 to approximately S\$9.2 million as at 30 September 2025. The Group's current assets as at 30 September 2025 stood at approximately S\$9.0 million, which represents a decrease of approximately S\$15.9 million from approximately S\$24.9 million as at 30 September 2024.

The decrease in current assets was mainly due to (i) a decrease in cash and cash equivalents of approximately S\$7.9 million ii) a decrease in contract assets of approximately S\$7.6 million due to receipts from customers and (iii) a decrease in trade and other receivables of approximately S\$0.2 million. The overall decrease in current assets was mainly due to i) the payment of final and special dividends for FY2024 amounting to approximately S\$8.0 million, ii) net cash outflows amounting to S\$0.3 million arising from the Disposal, iii) net cash outflows amounting to S\$2.0 million from the capital reduction exercise of a subsidiary and iv) payment of income taxes amounting to S\$2.5 million as well as working capital changes arising from the Disposal.

CHAIRMAN'S AND CEO'S STATEMENT AND FINANCIAL REVIEW

The Group's non-current assets increased by approximately S\$0.1 million, from approximately S\$0.1 million as at 30 September 2024 to approximately S\$0.2 million as at 30 September 2025. The increase is mainly due to the acquisition of certain fixed assets in FY2025.

The Group's total liabilities decreased by approximately S\$4.0 million, from approximately S\$4.3 million as at 30 September 2024 to approximately S\$0.3 million as at 30 September 2025, mainly due to (i) a reduction of other payables mainly arising out of the Disposal, and (ii) a repayment of income tax payables amounting to S\$2.5 million.

The Group continued to maintain a positive working capital of approximately S\$8.7 million as at 30 September 2025.

Review of the Statement of Cash Flows for the Group

The Group's cash and cash equivalents decreased by approximately S\$7.9 million, from approximately S\$14.3 million as at 30 September 2024 to approximately S\$6.4 million as at 30 September 2025.

The Group recorded net cash generated from operating activities of approximately S\$2.6 million in FY2025 as compared to net cash generated from operating activities of approximately S\$25.6 million in FY2024. The substantial decrease was mainly attributed to the absence of new units sold at Apex Foodworks in FY2025 as compared to FY2024. The net cash generated from operating activities was mainly a result of working capital changes, which was partially offset by a loss before income tax from operating activities as well as income taxes incurred in respect of FY2024 which were paid off in FY2025.

Net cash used in investing activities amounted to approximately S\$2.4 million in FY2025 as compared to net cash generated from investing activities of approximately S\$5.2 million in FY2024. The net cash used in investing activities was mainly due to i) net cash outflows amounting to S\$0.3 million arising from the Disposal, ii) net cash outflow amounting to S\$2.0 million from the capital reduction exercise of a subsidiary and iii) the acquisition of fixed assets in FY2025 amounting to S\$0.2 million.

Net cash used in financing activities amounted to approximately S\$8.0 million in FY2025 as compared to net cash used in financing activities of approximately S\$23.3 million in FY2024. Net cash used in financing activities of approximately S\$8.0 million was mainly due to the payment of final and special dividends for FY2024 amounting to approximately S\$8.0 million.

LOOKING AHEAD

Based on the Ministry of Trade and Industry's ("MTI") advance estimates issued on 2 January 2026, the Singapore economy expanded by 5.7 per cent on a year-on-year basis in the fourth quarter of 2025, faster than the 4.3 per cent growth in the previous quarter. On a quarter-on-quarter seasonally-adjusted basis, the economy grew by 1.9 per cent, easing from the 2.4 per cent expansion in the third quarter. For the whole of 2025, the economy expanded by 4.8 per cent, extending the 4.4 per cent growth in 2024.

The Group currently has one (1) property project, Apex Foodworks, which had obtained its TOP in May 2024, and Certificate of Statutory Completion (CSC) was obtained in February 2025. Apex Foodworks was launched for sale in March 2023 and has achieved 23 units out of 24 units sold till date, with a gross sales value of S\$76.2 million achieved. The Group has recognised the full revenue of the 23 units sold upon the project obtaining the TOP in May 2024. The Group will be looking to sell its remaining unit in Apex Foodworks in the next financial year.

In addition, the Group will remain proactive and will continue to monitor the property market for any suitable acquisition and/or investment opportunities. The Group also participates, and will continue to do so, in land tenders (commercial) when appropriate opportunities come up.

APPRECIATION

On behalf of the Board, we would like to extend our appreciation and gratitude to all shareholders, customers, suppliers, business associates, bankers, Directors, and our staff for their unwavering support to OneApex Limited.

LOW CHIN PARN, ERIC
INDEPENDENT NON-EXECUTIVE CHAIRMAN

TAN PEI HONG, ALEX (CHEN PEIFENG)
EXECUTIVE DIRECTOR AND CHIEF EXECUTIVE OFFICER



ONEAPEX

OneApex Limited



BOARD OF DIRECTORS



**MR. TAN PEI HONG, ALEX
(CHEN PEIFENG), 39**

Mr. Alex Tan is the Executive Director and Chief Executive Officer of the Company and was appointed to the Board on 20 November 2018 and re-elected on 30 January 2024. He is also the Chairman of the Risk Committee.

Mr. Alex Tan was the General Manager of Yi Kai Development Pte Ltd ("Yi Kai"), a business owned by his family. Yi Kai has been established in Singapore since 1985 and is engaged in providing real estate development services, specialising in both commercial and residential property developments in Singapore. Through his family business, he has gained in-depth knowledge and built a vast network in the property market in Singapore. Prior to this appointment, Mr. Alex Tan was the Chief Operation Officer of Prime Asia Asset Management Pte. Ltd., a Registered Fund Management Company approved by the Monetary Authority of Singapore, where he set up the wealth management department. Mr. Alex Tan has also held several positions with international hotel chains which include The Pan Pacific Hotels Group, The St. Regis Singapore and Raffles Hotel, Beijing, where he was exposed to both operational and management roles of the hospitality industry during the initial years of his career.

Mr. Alex Tan holds a Bachelor of Business Administration in Hospitality Management from the Glion Institute of Higher Education in Switzerland and a Diploma in Information Technology from the Republic Polytechnic of Singapore.



MR. LOW CHIN PARN ERIC, 64

Mr. Low is the Independent Non-Executive Chairman of the Company and was appointed to the Board on 20 November 2018 and re-elected on 30 January 2024. Mr. Low currently chairs the Audit Committee and is a member of our Nominating Committee, Remuneration Committee and Risk Committee. Mr. Low has more than 20 years of experience in the finance and banking industry where he was previously the Vice President of Product and Advisory in CIMB Securities (Singapore) Pte. Ltd.

He began his career at ANZ Bank as a regional treasury analyst before joining the fixed income sales and trading desk of a Japanese brokerage house. Following his role as the Head of Fixed Income Sales and Trading, he worked in various business development roles in DBS Asset Management, Standard Chartered Bank and OCBC Asset Management, where he led the expansion of distribution channels before moving to the insurance industry based in Singapore and Hong Kong. Prior to working in CIMB Securities, he worked at OCBC Bank where he held Consumer Banking roles including Head of Wealth Management OCBC China based in Shanghai, Head of Treasury Product and OCBC Private Bank Investment Advisory, where he has extensive experience in product development and management, marketing and investment banking.

Mr. Low holds a Master of Business Administration from Washington State University in the United States of America.

BOARD OF DIRECTORS



MR. SEE CHIAU HWA, 45

Mr. See is an Independent Non-Executive Director of the Company and was appointed to the Board on 30 January 2024. He is also the Chairman of our Nominating Committee and Remuneration Committee and member of our Audit Committee and Risk Committee.

Mr. See is the Financial Crime Compliance Director at Standard Chartered Bank, with 17 years of prior service in the Singapore Police Force. He holds a Diploma in Telecommunications from Temasek Polytechnic, a Bachelor's degree in Electrical and Electronic Engineering (Honours) from Nanyang Technological University, and a Master's in Wealth Management from Singapore Management University.

He completed the Investing in Alternative Investments Program at Yale School of Management. He is a Certified Fraud Examiner (CFE), Certified Anti-Money Laundering Specialist (CAMS), Certified Global Sanctions Specialist (CGSS) and Certified Cryptoasset Anti-Financial Crime Specialist (CCAS). He also holds a Practitioner Certificate in Personal Data Protection and Chainalysis Cryptocurrency Fundamentals Certification. He is a Member and Accredited Director of the Singapore Institute of Directors (SID). Mr. See brings extensive expertise in financial crime compliance and risk management.



MS. TAN SHU HUI EILEEN, 42

Ms. Eileen Tan is a Non-Independent and Non-Executive Director of the Company and was appointed to the Board on 30 January 2024. She is also a member of our Audit Committee, Nominating Committee, Remuneration Committee and Risk Committee.

Ms. Eileen Tan serves as a Director across numerous companies spanning various industries. Over the years, she has amassed extensive knowledge and expertise in diverse sectors, including real estate development, early childhood education, and the food and beverage industry.

Ms. Eileen Tan holds a Bachelor of Commerce from The University of Queensland.

EXECUTIVE OFFICERS



MR. LOI LUP SHENG, RON, 47

Mr. Loi is our Chief Financial Officer who joined the Group in July 2019. He is also the Joint Company Secretary and the Chief Risk Officer of the Company. He has more than 20 years of experience in management and finance related fields covering logistics, property, hospitality, entertainment and retail industries.

He is responsible for all financial and management reporting, taxation, regulatory compliance and corporate secretarial matters of the Group and oversees the human resource and information technology functions of our Company. Prior to joining the Group, Ron was the Chief Financial Officer of Scorpio East Holdings Ltd. and KOP Limited, which are companies listed on the Catalist of the SGX-ST, and Koon Holdings Limited which is listed on the Main Board of the SGX-ST.

Mr. Loi is a non-practising member of the Institute of Singapore Chartered Accountants and graduated with a Bachelor of Accountancy (Honours) from Nanyang Technological University. Mr. Loi is also an Associate Chartered Valuer and Appraiser (Associate CVA), having completed his CVA examinations in 2022.

BOARD OF DIRECTORS:**Low Chin Parn Eric**

(Independent Non-Executive Chairman)

Tan Pei Hong, Alex (Chen Peifeng)

(Executive Director and Chief Executive Officer)

See Chiau Hwa Eric

(Independent Non-Executive Director)

Tan Shu Hui Eileen

(Non-Independent Non-Executive Director)

AUDIT AND RISK COMMITTEE:

Low Chin Parn Eric (Chairman)

See Chiau Hwa Eric

Tan Shu Hui Eileen

REMUNERATION COMMITTEE:

See Chiau Hwa Eric (Chairman)

Tan Shu Hui Eileen

Low Chin Parn Eric

NOMINATING COMMITTEE:

See Chiau Hwa Eric (Chairman)

Tan Shu Hui Eileen

Low Chin Parn Eric

RISK COMMITTEE:

Tan Pei Hong, Alex (Chairman)

Low Chin Parn Eric

See Chiau Hwa Eric

Tan Shu Hui Eileen

COMPANY SECRETARY:

Loi Lup Sheng, Ron

Leong Chuo Ming

REGISTERED ADDRESS:

9 Raffles Place

#08-03 Republic Plaza

Singapore 048619

Tel : 65 6394 7819

Fax : 65 6394 7398

PRINCIPAL PLACE OF BUSINESS:

38 Jalan Pemimpin

#02-05 Singapore 577178

Tel : 65 6817 9118

Fax : 65 6253 5658

COMPANY REGISTRATION NO:

201020806C

AUDITORS:

Ernst & Young LLP

One Raffles Quay, North Tower

Level 18, Singapore 048583

Partner-in-charge: Ms. Koh Jia Linn (Appointed with effect from the financial year ended September 30, 2025)

SPONSOR:

Novus Corporate Finance Pte. Ltd.

7 Temasek Boulevard,

#04-02, Suntec Tower 1

Singapore 038987

SHARE REGISTRAR:

Tricor Barbinder Share Registration Services

9 Raffles Place,

Republic Plaza, Tower I, #26-01,

Singapore 048619

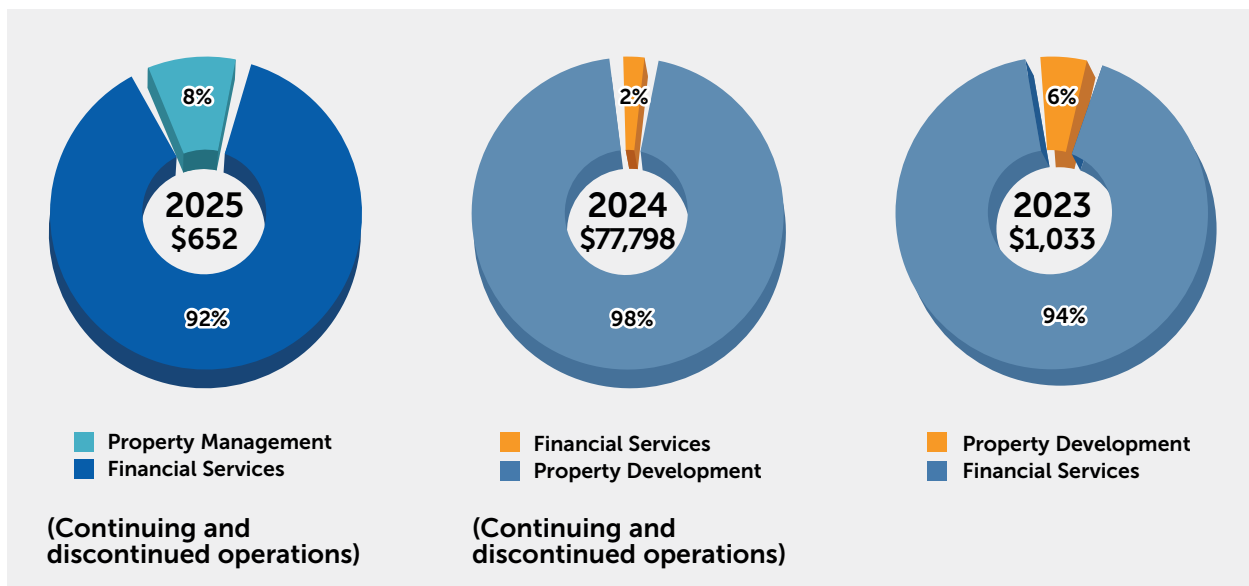
PRINCIPAL BANKERS:

Hong Leong Finance Limited

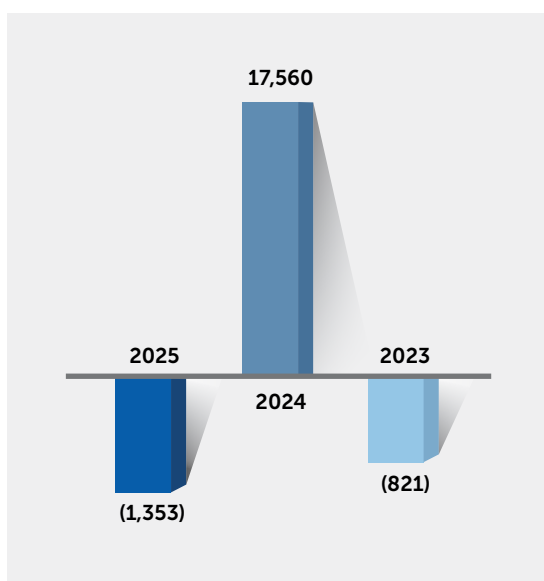
Development Bank of Singapore

FINANCIAL HIGHLIGHTS

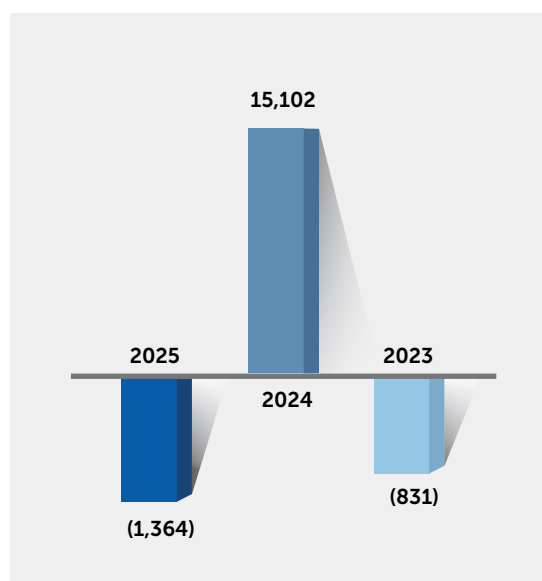
Total Revenue (S\$'000)



Net Profit before Tax (S\$'000)(Continuing and discontinued operations)



Net Profit after Tax (S\$'000)(Continuing and discontinued operations)



OneApex Limited Sustainability Report 2025

SUSTAINABILITY REPORT

Message from the Chairman and CEO

Dear Stakeholders,

We are pleased to present the Sustainability Report 2025 ("**Report**") of OneApex Limited ("**OneApex**" or the "**Company**") and its subsidiaries (collectively, the "**Group**"), which provides information on the sustainability of our business and operations for the financial year ("**FY**") ended 30 September 2025.

Working closely with our stakeholders to oversee and manage relevant environmental, social and governance ("**ESG**") factors, the Group is determined to ensure a robust governance and compliance structure in the property business segment. No non-compliance incident was observed within the Group or across our supply chain.

Through our activities, we aim to continue contributing to a low carbon economy by integrating energy-saving initiatives into our daily operations and strategies. Environmental and social assessments have been closely integrated into our supply chain management to ensure our partners have complied with all applicable environmental and social laws and regulations. As highlighted in this Report, we are in consistent support of Sustainability Development Goals. This year, we engaged external consultants to strengthen our materiality assessment process, aiming to identify and prioritise the GRI Topics most relevant to our organisation and stakeholders.

Employees are at the heart of our commitment as we strive to provide them with equal opportunities, including comprehensive staff benefits and leave programs. Additionally, our efforts to foster a more inclusive workplace have brought employees closer together, creating a supportive environment for all.

As the Group progresses on its path to sustainable property development, we will consistently explore potential opportunities within our operations and collaborate with both our internal and external stakeholders to better respond to the evolving environment. On behalf of the Board of Directors (the "**Board**"), we want to convey our appreciation to all our stakeholders for their steadfast support. We eagerly anticipate your ongoing support as we endeavour to create a more sustainable environment for everyone.

Low Chin Parn, Eric
Independent Non-Executive Chairman

Tan Pei Hong, Alex (Chen Peifeng)
Executive Director and Chief Executive Officer

Organisation Profile

OneApex Limited was incorporated on 30 September 2010 and was listed on the Catalist board of the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”) on 28 February 2011.

The Group, a Singapore-based real estate developer, is dedicated to expanding its property portfolio and solidifying its market presence within Singapore. Following the acquisition of a 50% shareholding interest in KC Industries Pte Ltd in 2020, the Group has been actively pursuing its vision of becoming a prominent and reputable developer in the industry.

Property Business		
<p>With an extensive network of business associates, the Company is focusing its efforts on Singapore to capitalise on profitable opportunities within the local property market.</p> <p>The Group’s Property Business aims to enhance profitability, increase shareholder value, and improve returns through potential sources of recurring rental income, management income, and capital gains.</p> <p>Currently, the Group’s Property Business comprises three (3) core segments, as listed in the right column.</p>	Property Investments	
	<p>Property Management</p> <p>Property management services refer to the management of various properties for the collection of fees for the provision of property related services and facilities. It will not only be concentrated on hotels, hostels and F&B outlets but will include shop houses and/or office management.</p>	<p>Property investments encompass a broad portfolio designed to generate rental income and support capital growth. These investments cover both commercial and residential sectors. In the commercial space, the Group focuses on offices, shophouses, hotels, hostels, and food and beverage outlets, while residential investments are directed toward serviced apartments.</p>
		<p>Property Development</p> <p>The property development segment will include the acquisition, development and/or sale of commercial and residential properties and hotels.</p>

Further information about the Group may be obtained from pages 1 to 5 of this Annual Report.

SUSTAINABILITY REPORT

About This Report

This Report provides information about the Group's key sustainability topics, management policies and performance.

Reporting Principles and Statement of Use

This Report is produced in line with the reporting requirements of Practice Note 7F and Rules 711A and 711B of the Listing Manual Section B: Rules of Catalist (the "**Catalist Rules**") of the SGX-ST and is prepared with reference to the Global Reporting Initiative ("**GRI**") Standards 2021, covering our Group's performance from 1 October 2024 to 30 September 2025.

The GRI Standards were selected as it is one of the globally recognised sustainability reporting standards and represents the global best practices for reporting on economic, environmental, social and governance topics. The following principles have been applied to guide us in ensuring the quality and proper presentation of the report information: Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability Context, Timeliness and Verifiability. Detailed section reference with GRI Standards is found in the GRI Standards Content Index section of this report.

The GRI Standards were selected as the reporting framework as they provide guidance on materiality assessment, suggest specific performance disclosures relevant to our business, and are also internationally recognised.

This Report incorporates recommendations from the Task Force on Climate-Related Financial Disclosures¹ ("**TCFD**"), on a "Comply or Explain" basis, to give stakeholders an overview of the potential financial effects of climate change on the Group's business model, including assets, revenue, operations, capital, and financing. The TCFD framework enables the Group to evaluate how climate-related risks, such as physical and transition risks, may impact the Group and outlines strategies and actions for managing and mitigating these impacts, as well as potential opportunities. This Report is compliant with Practice Note 7F and Rules 711A and 711B of the Catalist Rules.

The United Nations Sustainable Development Goals ("**UN SDGs**") have also been incorporated into the Report, which highlights the Group's contributions to sustainable development.

The Board has reviewed and approved the reported information, including the material topics.

Reporting Scope

This Report provides the sustainability performance of our Property Development segment based on the asset value evaluation. Other segments that are not within the operational control of the Group have been excluded from the reporting scope in FY2025, namely (1) OneApex Capital Pte Ltd and OneApex Capital 1 Pte Ltd, which have been disposed of in February 2025 and (2) the Property Management segment.

Restatements

The Group has identified an overstatement in the average training hours per employee disclosed in the previous Sustainability Report for FY ended 30 September 2024. The figure was disclosed as 3.20 hours, whereas HR records indicate 2.95 hours. This variance arose from an inadvertent calculation error, and the number has been restated in this FY2025 Report.

¹ TCFD fulfilled its remit and was disbanded in Oct 2023. Following the publication of the inaugural ISSB Standards IFRS S1 and IFRS S2, the IFRS Foundation has taken over the responsibilities for monitoring the progress of companies' climate-related disclosures from TCFD.

Assurance

The Group has established internal controls and verification mechanisms to ensure the accuracy and reliability of the narratives and data disclosed within this Report. This year, we have worked with an external ESG consultant to determine the materiality of the topics to us by sending out a questionnaire to relevant stakeholders. To further enhance the credibility of the Report, the Group conducted an internal review of the sustainability reporting process aligned with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors. Following this review, the Board has determined that external assurance is not necessary for this Report.

Forward looking statements

Certain statements in the report are “forward-looking statements” that reflect OneApex’s current views of future events, considers our present and future sustainability strategies, and the environment which the Company will operate in. These views necessarily involve risks, uncertainties and assumptions which may cause the actual performance or achievements of the Company or its industry, to be materially different from the future performance or achievements expressed or implied by such forward-looking statements and financial information.

OneApex expressly disclaims the obligation to publicly release any updates or revisions to any forward-looking statement to reflect any change in the Company’s expectations when conditions or circumstances on which any such statement or information has changed.

Availability and Feedback

This Report forms part of the Annual Report 2025 which is available online at SGXNet and <https://OneApex.wixsite.com/home/investor-relations>.

Feedback on this Report can be sent to: contactus@OneApex.com.sg.

SUSTAINABILITY REPORT

Sustainability Strategy Overview

Our ESG Focus and Strategy

Board Statement
<p>As members of the Board, we recognise the profound ESG impacts we can have and the long-term viability of our business. The Board retains ultimate responsibility for the Group’s sustainability strategy and initiatives. This involves identifying the significant ESG factors, supervising the management and monitoring of these critical ESG aspects, and integrating sustainability considerations into our business and strategy.</p> <p>The Group aspires to cater the current and upcoming expectations posed by sustainable development in the property industry. Green and sustainable features and practices are considered into new development, design, construction and operation decisions, and are in compliance with Building and Construction Authority’s Code for Environmental Sustainability of Buildings. The goal would be to minimise negative environmental impacts and maximise efficient use of resources in properties over a longer term. From the incorporation of key sustainability performance indicators, it allows a more in-depth assessment approach that will complement our property business and provide more synergies opportunities between sustainable operations and property risk management.</p> <p>We are committed to sustainability through proactive efforts to tackle global challenges such as climate change. As part of this commitment, we have begun implementing the TCFD recommendations, a strategic step to enhance our resilience to climate risks and foster sustainable value for our stakeholders.</p> <p>While upholding the well-being of our stakeholders and the communities in the markets we operate, the Board also extends its gratitude to all stakeholders for their contributions and continued support in sharing the same values and commitments to our sustainability journey. This Report reflects our achievements, challenges, and ongoing initiatives. However, we recognise that sustainability is a continuous journey. The Board will persist in overseeing the management and monitoring of the material ESG factors identified, and we eagerly anticipate sharing our ongoing progress with its shareholders in the years ahead.</p>

Vision

To be a leading property investment, property management and property development group led by a dedicated and experienced team.

Mission

To deliver long-term value for shareholders and clients while maintaining the highest ethical and professional standards.

The Group is committed to promoting sustainable property development, driven by robust corporate governance principles and a deep responsibility to protect the environment and contribute positively to society.

To reflect our continued commitment to global sustainability efforts, the Group has identified the following three (3) focus areas to guide our sustainability strategy:

Upholding Good Governance and Ethics

Strong corporate governance practices and oversight enable us to address stakeholders' concerns and incorporate ESG considerations during the Group's decision making. Our sustainability practices are led by the Chief Financial Officer ("CFO") of the Group who guides the management teams in setting a strong compliance culture.

Protecting Our Environment

The Group have begun quantifying our Greenhouse Gas ("GHG") emissions and are actively monitoring our carbon footprint. Compliance with environmental laws and regulations is a priority, with a particular initiative on aligning disclosures with TCFD. The Group acknowledges the impact of climate change on its business operations and stakeholders. The Group aims to manage climate-related risks while capitalising on opportunities for long-term financial sustainability.

Developing Our Human Capital

The growth of our employees is prioritised by providing them with opportunities to develop and grow in their careers. Staff training programmes and upskilling opportunities ensure that staff remain relevant and competent. The Group also aims to provide a healthy and safe workplace for our workers.

ESG Performance Highlights for FY2025



Zero incidents of breach of applicable corporate laws and regulations.

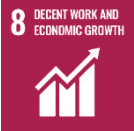





Zero workplace health and safety related incidents.

SUSTAINABILITY REPORT

Contribution to the United Nations Sustainable Development Goals

The Group's business focuses are aligned with the UN SDGs. The attainment of the UN SDGs is a continuing global effort and forms part of the Group's long-term focus on sustainability. The Group's contributions to the relevant goals are highlighted below:

UN SDGs	The Group's contribution	Read more in the following section(s)
	Provide work opportunities, trainings and benefits to our employees. Create conducive and safe working environments.	Focus 3: Developing Our Human Capital
	Increase efficiency in energy consumption within operations.	Focus 2: Protecting Our Environment
	Promote good corporate governance and comply fully with all applicable socioeconomic and environmental laws and regulations.	Focus 1: Upholding Good Governance and Ethics
	Adopt climate change mitigation initiatives and assess climate-related risks and opportunities as part of the climate reporting.	Focus 2: Protecting Our Environment

Stakeholder Engagement and Materiality Assessment

Stakeholder Engagement

The Group understands that strong stakeholder engagement is vital for achieving sustainable growth. Our stakeholders are individuals and groups who either influence or are influenced materially by our activities. We are committed to fostering open and constructive conversations with them, actively listening to their feedback and concerns. We also engage in industry and government forums to stay informed about important issues and ensure we remain responsive to the evolving needs of our stakeholders.

The following table summarises our key stakeholders, engagement platforms and their key concerns.

Stakeholders	Engagement platforms	Issues of concern	Our Responses	Refer to Section(s)
Employees	<ul style="list-style-type: none"> • Performance appraisal system • Training and dialogue sessions • Equal opportunities and non-discrimination policies 	<ul style="list-style-type: none"> • Remuneration and benefits • Training and development 	<ul style="list-style-type: none"> • Conduct meaningful performance appraisals and provide fair remuneration in line with performance • Provision of trainings and career development opportunities • Promote a safe, inclusive and diverse workplace 	<ul style="list-style-type: none"> • Focus 3: Developing Our Human Capital
Suppliers and contractors	<ul style="list-style-type: none"> • Suppliers and contractor evaluation and contract negotiations • Annual Reports and Sustainability Reports 	<ul style="list-style-type: none"> • Environmental compliance • Social compliance 	<ul style="list-style-type: none"> • Engage and evaluate suppliers and contractors regularly and provide meaningful feedback • Ensure environmental and social compliance are assessed for all new suppliers 	<ul style="list-style-type: none"> • Focus 1: Upholding Good Governance and Ethics
Government and regulators	<ul style="list-style-type: none"> • SGX-ST half yearly financial results announcements • Annual Reports and Sustainability Reports • Ongoing dialogues • Site visits and audits/inspections 	<ul style="list-style-type: none"> • Compliance with government agencies as well as the laws and regulations 	<ul style="list-style-type: none"> • Ensure full compliance with all applicable local laws and regulations 	<ul style="list-style-type: none"> • Focus 1: Upholding Good Governance and Ethics • Focus 2: Protecting Our Environment
Shareholders and investors	<ul style="list-style-type: none"> • Annual Reports and Sustainability Reports • Investor relations management • Announcements via SGXNet • Investor relations channels 	<ul style="list-style-type: none"> • Economic performance • Corporate Governance • Compliance with laws and regulations • Environmental impacts 	<ul style="list-style-type: none"> • Provide informative and quality corporate communications and reports • Disclose identified climate-related risks and opportunities in TCFD report 	<ul style="list-style-type: none"> • Annual Reports • Focus 2: Protecting Our Environment

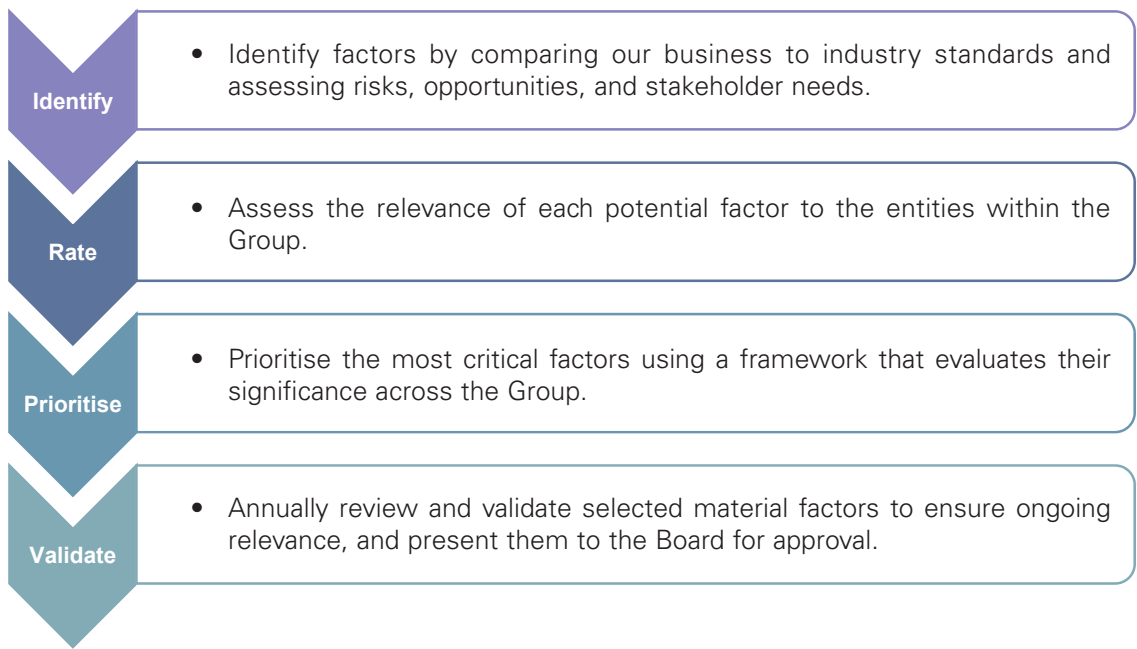
Materiality Assessment

The Group undertakes an annual review of its material topics to assess their actual and potential impacts on both internal and external stakeholders. This year, we continued to engage an external ESG consultant to conduct an internal stakeholder engagement exercise with our staff, senior management and Board members (including the Independent Directors) to validate how our material topics impact our stakeholders, as well as how the Group was managing the impacts of these material topics. The 12 material topics were reviewed, and our top three (3) topics were identified based on the outcome of the prioritisation process.

Employment practices, anti-corruption and economic performance were identified as key areas which have the greatest impact on OneApex’s business, as well as where OneApex can have the largest impact. We also identified customer privacy as an area where we could improve our management of this topic given their stronger impact on stakeholders.

We also take reference from the Group’s enterprise risk management (“**ERM**”) framework to identify and assess ESG risks. This approach ensures that material ESG risks are considered in the context of the Group’s overall risk environment. We will consider the changes in business model and strategy when we assess the materiality of our ESG factors.

With the assistance of our ESG consultant, we have taken the following steps to identify and present the relevant material topics in this Report:



The table below presents an overview of the Group's material ESG issues in FY2025 grouped according to key focus areas in this Report, and where the impacts occur for each material topic.

Focus Areas	Material Topics	Applicable Segment
Focus 1: Upholding Good Governance and Ethics	GRI 205: Anti-corruption 2016	Group-level
	GRI 308: Supplier Environmental Assessment 2016	
	GRI 403: Occupational Health and Safety 2018	
	GRI 414: Supplier Social Assessment 2016	
	GRI 418: Customer Privacy 2016	
Focus 2: Protecting Our Environment	GRI 201: Economic Performance 2016	
	GRI 302: Energy 2016	
	GRI 305: Emissions 2016	
Focus 3: Developing Our Human Capital	GRI 401: Employment 2016	
	GRI 404: Training and Education 2016	
	GRI 405: Diversity and Equal Opportunity 2016	

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Focus 1: Upholding Good Governance and Ethics

The Group understands that sound corporate governance and a commitment to high ethical standards are crucial to the success and integrity of our operations. As a result, we have put in place detailed and robust policies to ensure that both our employees and business partners consistently maintain the highest level of integrity in all business practices.

Sustainability Governance

The Board and senior management take sustainability matters into account when shaping the Group's strategic direction. To drive our sustainability initiatives, the CFO is designated to oversee the Group's sustainability performance and regularly reports to the Board on the Group's progress in this area. The CFO provides the Board with an annual update on the Group's ESG performance and oversees the annual sustainability reporting process. To strengthen oversight and ensure continuous improvement, an internal evaluation of the Board's effectiveness is conducted each year.

The CFO supports the Board in identifying the Group's material ESG factors and presents these key environmental, social, and governance topics for the Board's approval. Additionally, he ensures that these identified factors are effectively managed and closely monitored at an operational level.

As of the date of publication of this Report, all members of the Board have completed the mandatory sustainability training as required by the SGX-ST.

The Group adopts a precautionary approach in strategic decision making and daily operations by implementing a comprehensive ERM framework. An annual group-wide risk assessment exercise is conducted to update the Group's risk profile in the ERM framework and reflects the applicable business risk exposures and addresses the significant, and relevant risks to the Group.

Please refer to the Corporate Governance Report for more information on the Group's corporate governance practices, precautionary measures, conflict of interest policy, and risk management structure.

Corporate Compliance

The laws and regulations which are applicable to the Group include the Code of Corporate Governance 2018, regulations by the MAS, Catalyst Rules, the Accounting and Corporate Regulatory Authority ("**ACRA**") and the Securities and Futures Act 2001, amongst others.

Review of new regulations area are performed regularly and communicated on timely basis to our employees. We perform customer due diligence and put in place stringent anti-money laundering ("**AML**") checks to ensure we comply with AML regulations.

Additionally, updates on relevant legal, accounting and regulatory developments are typically provided to the Board in written hand-outs, or by way of briefings and presentations. The Company Secretary also circulates articles, reports and press releases issued by the SGX-ST and ACRA which are relevant to the Board.

In FY2025, there were no instances of non-compliance with all applicable laws and regulations.

Ethics and Integrity

Anti-corruption

The Group does not tolerate any form of misconduct, corruption and malpractice. We have communicated our anti-corruption policy to all employees upon employment and constantly reminded all of our workforce, comprising all four (4) board members, seven (7) employees and one (1) business-partner, annually on our anti-corruption policies.

We have set out in our Code of Conduct that no employees should be involved in offering, paying, requesting or receiving bribes or participate in any fraudulent activities. Our stand against corruption and bribery is also clearly communicated to our business partner before they commence dealings with our Group. In FY2025, we have assessed our operations for risks related to corruption and there are no significant risks related to corruption identified through our risk assessment.

In addition to proactive prevention measures, we have established clear escalation procedures, including a whistleblowing policy, to enable employees and stakeholders to report any instances of corruption or non-compliance. Our grievance policy also further empowers employees to raise any concerns or issues. We also make sure that employees are regularly informed and updated on these policies and procedures, ensuring alignment between our policies and their implementation.

There was no reported incident of corruption in FY2025.

Whistle-blowing Policy

The Group expects any whistle-blower to provide his/her concern in good faith and to show to the appropriate officer that there are sufficient grounds for his/her concerns. Nevertheless, the Company's staff and any other persons may, in confidence, raise concerns about possible improprieties in matters of financial reporting or other matters by submitting a whistle blowing report to any member of the Whistleblowing Committee at whistle_blowing@OneApex.com.sg.

Please refer to the Corporate Governance Report in our Annual Report 2025 for more information on the Group's whistle-blowing policy.

There were no whistleblowing cases reported in FY2025.

Customer Data Privacy

The Group acknowledges the trust customers place in us when sharing their personal data. To uphold this trust, we practice diligent data management by appointing a Data Protection Officer who stays updated on guidelines set by the Personal Data Protection Commission Singapore. This ensures that our data protection procedures are robust and effectively safeguard our customers' sensitive information.

There were no instances of non-compliance with the Singapore Personal Data Protection Act 2012 ("PDPA") requirements and no substantiated complaints regarding cases of data breaches were reported in FY2025.

Supply Chain Management

The Group acknowledges that our environmental and social impacts reach throughout our entire value chain. To promote more sustainable practices, the Group looks for property development suppliers and contractors who are certified and have implemented a quality and environmental management system and are preferably either ISO 45001:2018 Occupational Health and Safety Management System, ISO 14001:2015 Environmental Management System ("EMS") or Green and Gracious Builder Scheme ("GBBS") certified. The contractor for the property at 18 Kim Chuan Terrace, who completed the development project during FY2024, has all three (3) certifications. No adverse news or charges were identified for FY2025.

As the Group did not undertake any construction projects in FY2025, no work hours were logged for construction-related activities by employees or workers under our control. Accordingly, the Group recorded zero fatalities, high-consequence injuries, major injuries or occupational injuries across all operational activities during FY2025.

The Group remains judicious in our selection and management of suppliers for property development projects. Besides assessing our suppliers on factors such as quality, we also consider environmental and social factors, such as assessments of health and safety and EMS.

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After our initial engagement, we maintain close collaboration with our suppliers, continuously monitoring their sustainability performance through regular media reviews and comprehensive annual assessments. If any supplier is found to have significant negative environmental or social impacts, we will carefully re-evaluate our partnership with them.

The Group incorporates environmental and social criteria into our assessments of major suppliers, striving to conduct these evaluations annually. Engaged in FY2022, our sole outsourced contractor for our industrial property development project provided a comprehensive Environment, Health, and Safety (EHS) report, detailing incident and injury records along with medical leave durations for affected personnel². As part of this evaluation, we reviewed relevant certifications (e.g., ISO, GGBS) and conducted research to identify any adverse news regarding new contractors.

For FY2025, as there were no ongoing property development projects and no major contractors engaged, no such evaluations were conducted.

Governance and Ethics Targets

Segment	Targets and Performance			
FY2025 Targets		Status	Performance	
Group-level	Zero incidents of breach of corporate compliance.	✓ Met	There were zero incidents of breach of corporate compliance in FY2025.	
	Zero corruption incidents.	✓ Met	There were zero corruption incidents in FY2025.	
	Zero incidents of data breaches.	✓ Met	There were zero incidents of data breaches and complaints on the non-compliance of PDPA.	
	Screen 100% of major new suppliers using environmental and social criteria.	Not applicable	There was no new major contractor in FY2025. Our existing contractor engaged for property development has been assessed and monitored to have fulfilled the environmental and social compliance.	
	Zero incidents of fatalities/ high-consequence injuries at development projects.	Not applicable	There were no projects in FY2025.	
FY2026 Targets				
Segment	Target	Short-Term (FY2026)	Medium-Term (FY2027 - FY2031)	Long-Term/ Perpetual (FY2032 and beyond)
Group-level	Zero incidents of non-compliance with all applicable laws and regulations.	✓	✓	✓
	Zero corruption incidents.	✓	✓	✓
	Zero incidents of data breaches.	✓	✓	✓
	Screen 100% of major new suppliers using environmental and social criteria.	✓	✓	✓
	Zero incidents of fatalities/ high-consequence injuries at development projects.	✓	✓	✓

² As there were no ongoing property development projects during FY2025, no new EHS report was issued by the contractor. The most recent EHS report was received by the Company in FY2024.

Focus 2: Protecting Our Environment

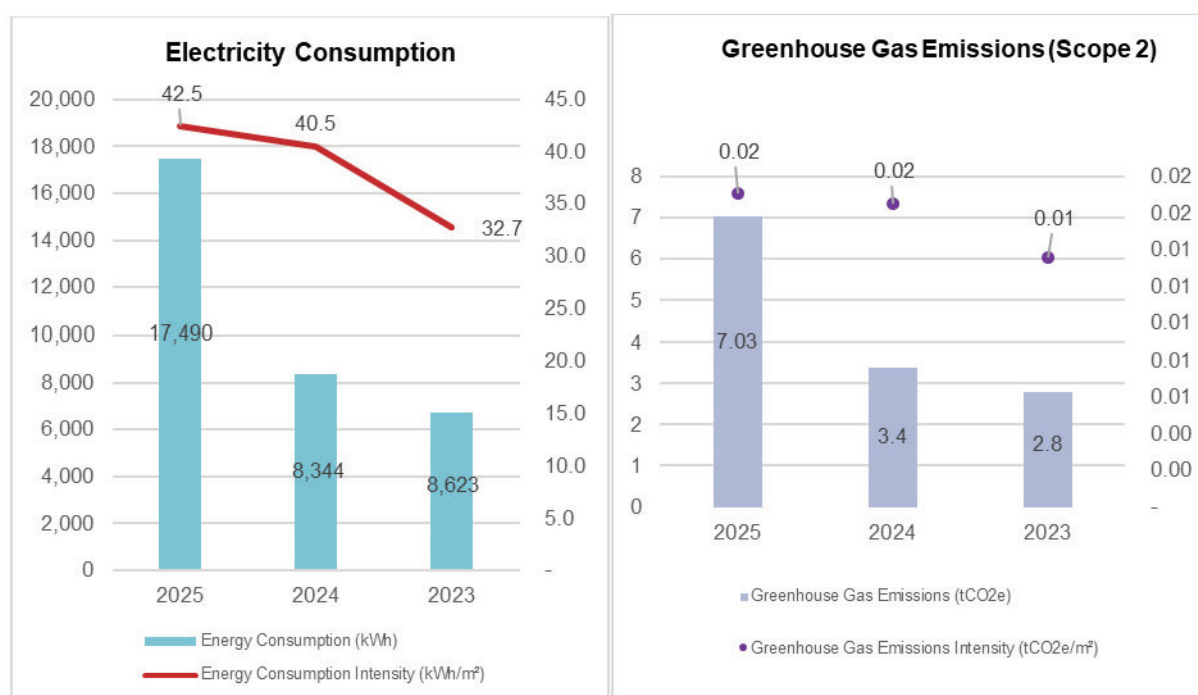
As a responsible organisation, we are committed to reducing environmental impact and have progressively integrated climate considerations into our strategic business decisions. Aligned with the Group's ongoing commitment to the Singapore Green Plan 2030, we will disclose both our office energy consumption and quantified Scope 2 GHG emissions. Additionally, this Report will present our TCFD disclosure, enhancing transparency and accountability in our sustainability efforts. For more information, please refer to the "Resilience to Climate Change" section of this Report.

Energy Consumption and Greenhouse Gas Emissions

In response to global climate developments, the Group strives to minimise our environmental impact not only at our property development sites, but also within our office. We routinely monitor our electricity consumption, and account for our GHG emissions in accordance with the GHG Protocol.

Furthermore, as our operations do not involve direct fuel consumption for electricity generation, no Scope 1 emissions are produced and recorded. We continue to source electricity from an external provider, with Scope 2 emissions detailed below.

In FY2025, we have consumed 17,490 kWh of electricity and generated 7.03 tCO₂e of GHG emissions³. Utilising the Group's office's gross floor area of 412 m², our energy and GHG emissions intensity amounted to 42.5 kWh/m² and 0.02 tCO₂e/m², respectively. The increased electricity consumption in FY2025 is primarily attributed to the expansion of our corporate office, which required additional energy to support a larger workspace.



All lighting fixtures have been upgraded to energy-efficient LED lights, and the office layout has been reconfigured to enhance air-conditioning efficiency. The Group continues to explore new opportunities to identify and implement innovative energy-saving measures and initiatives.

³ Per Greenhouse Gas Protocol Scope 2 Guidance, in view that residual mix emissions factors are unavailable in the market we operate in (Singapore), our market-based Scope 2 emissions are equivalent to our location-based Scope 2 emissions. The emission factor used in calculating emission intensity is adopted from Singapore's Grid Emission Factor (2024), which is at 0.402 kgCO₂e/kWh. (Source: <https://www.ema.gov.sg/resources/singapore-energy-statistics/chapter2>)

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At this initial stage of GHG emissions accounting, the Group will employ a phased approach to emissions reporting and will evaluate the inclusion of Scope 3 emissions in future reporting cycles.

Resilience to Climate Change

Climate change presents a long-term global challenge that could significantly affect various aspects of the Group's strategies and operations. Through assessments of climate-related risks and opportunities, the Group continues to build resilience toward climate change through annual review of our approaches to address the potential consequences of climate-related factors in relation to the ever-evolving global landscape.

We have encompassed an examination of how climate change impacts our business operations and stakeholders, from four (4) fundamental elements: (i) Climate-related governance, (ii) Strategy, (iii) Risk management and (iv) Metrics and targets.



Implemented











Started to implement, full implementation in progress

TCFD Recommended Disclosures		FY2025 Status	Summary and Next Steps
Governance	a) Describe the Board's oversight of climate-related risks and opportunities		<p>Climate risks and opportunities have been discussed and identified by the management based on the TCFD framework from a strategic level. The CFO has been appointed to oversee the overall climate-related risks and opportunities and report to the Board for review.</p> <p>In mitigating the impact of climate change, the Board will endeavour to advance the oversight level of implementation and CFO assists in managing, executing and monitoring.</p> <p>Moving forward, the Board will be updated on the progress of the Group's mitigation and strategy against the identified climate risks at least once a year or whenever necessary.</p>
	b) Describe management's role in assessing and managing climate-related risks and opportunities		<p>The identification of climate related risks and opportunities was undertaken by the CFO, facilitated by the external ESG consultant. The ongoing implementation and monitoring will be fulfilled by CFO, with the joint forces from all its Group's employees.</p> <p>The CFO will regularly review the progress and strategies to ensure that the strategies are implemented accordingly.</p> <p>For critical decisions pertaining to sustainability, the CFO will evaluate and report to the Board regularly for effective decision-making.</p>

TCFD Recommended Disclosures		FY2025 Status	Summary and Next Steps											
Strategy	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term	<div></div>	<p>The Group engages an independent ESG consultant to facilitate the identification of climate-related risks and opportunities. We define:</p> <ul style="list-style-type: none">Time horizons: short-term (less than five (5) years), medium-term (5-10 years), and long-term (more than 10 years).Likelihood levels: certain (very likely to occur), likely (more than 50% chance to occur), and possible (less than 50% chance to occur).											
			<table><tr><th>Scenario</th><th>Assumptions</th><th>Justification</th></tr><tr><td>NGFS Orderly Net Zero 2050: Limit temperature rise to 1.5°C</td><td><ul style="list-style-type: none">Earlier adoption of climate policies, with gradual tightening.Reach net-zero emissions by 2050.Low physical risk but high transition risk.</td><td>Aligned with the latest international climate agreement and national commitments.</td></tr><tr><td>NGFS Hot house world Current Policies: Temperature rise exceeding 3°C.</td><td><ul style="list-style-type: none">Preserve currently implemented policies without additional climate policies.Low variations in climate policies across different jurisdictions.Emissions increasing until 2080.High physical risk but low transition risk.</td><td>Unfavourable outcome and conservative approach.</td></tr></table>			Scenario	Assumptions	Justification	NGFS Orderly Net Zero 2050: Limit temperature rise to 1.5°C	<ul style="list-style-type: none">Earlier adoption of climate policies, with gradual tightening.Reach net-zero emissions by 2050.Low physical risk but high transition risk.	Aligned with the latest international climate agreement and national commitments.	NGFS Hot house world Current Policies: Temperature rise exceeding 3°C.	<ul style="list-style-type: none">Preserve currently implemented policies without additional climate policies.Low variations in climate policies across different jurisdictions.Emissions increasing until 2080.High physical risk but low transition risk.	Unfavourable outcome and conservative approach.
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		<p>To determine which risks and opportunities could potentially have a material financial impact on our business, we have engaged internal stakeholders through surveys and workshops, analysed external factors such as regulations and market trends, and employed qualitative analyses.</p>												
		<p>For further details on potential climate-related issues under each time horizon, please refer to the sections “Climate-Related Risks and Opportunities”.</p>												

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TCFD Recommended Disclosures		FY2025 Status	Summary and Next Steps
	b) Describe the impact of climate-related risks and opportunities on the organisation's business, strategy and financial planning		<p>In assessing the financial impact of identified risks and opportunities, the Group considers several key factors:</p> <ul style="list-style-type: none"> • The implications to our operations. • Vulnerabilities in the supply chain and value chain. • Costs related to adaptation and mitigation activities. • Investment in research and development. • Potential acquisitions or divestments and access to capital. <p>For further details on potential climate-related issues under each time horizon, please refer to the sections "Climate-Related Risks and Opportunities".</p>
	c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2 or lower scenario		<p>In line with the SGX-ST's phased implementation approach for the adoption of the TCFD recommendations, the Group has incorporated climate-related scenarios into its risk and opportunity assessments to inform strategic decision-making.</p> <p>For further details on potential climate-related issues under each time horizon, please refer to the sections "Climate-Related Risks and Opportunities".</p>
Risk Management	a) Describe the organisation's processes for identifying and assessing climate-related risks		<p>An external ESG consultant has been engaged to facilitate the identification of the climate-related risks with the management.</p> <p>Identified climate-related risks are outlined in the section Climate-related Risks and Opportunities. Each risk has been assessed on the likelihood of occurrence and the time period.</p>
	b) Describe the organisation's processes for managing climate-related risks		<p>In addition to the likelihood and impact of the risk, impact area is also identified for the Group to focus its risk management on corresponding segments. Climate-related risks may include impact on operations at asset level and performance at business level arising from a global shift towards a lower carbon economy.</p> <p>The CFO assists and engages with the Board in managing and reporting the mitigation responses for the climate-related risks identified.</p>
	c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management		<p>As this Report is the Group's identification of our climate-related risks, we are in the midst of assessing the approach of integrating climate-related risks into our current ERM framework this FY2025.</p>

TCFD Recommended Disclosures		FY2025 Status	Summary and Next Steps
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		For our energy consumption and emissions performance in FY2025, please refer to the section entitled 'Energy Consumption and Greenhouse Gas Emissions' under Focus 2 of this Report. We shall continue to monitor our emissions footprint before setting any quantitative emissions reduction targets.
	b) Disclose Scope 1 ⁴ , Scope 2 ⁵ , and if appropriate, Scope 3 ⁶ greenhouse gas (GHG) emissions, and the related risks		<ul style="list-style-type: none"> • Scope 1: The Group does not emit Scope 1 GHG emissions. • Scope 2: 7.03 tCO₂e GHG emissions • Scope 3: In line with the SGX-ST's phased implementation approach for TCFD adoption, the Group shall evaluate the need to quantify and monitor Scope 3 GHG emissions in the subsequent sustainability reports.
	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets		The Group is evaluating other appropriate metrics that may potentially warrant inclusion as targets to manage climate-related risks more effectively. In FY2025, the Group will maintain using the energy intensity metric as an indicator to monitor progress.

Climate-related Risks and Opportunities

In line with our commitment to align with the TCFD recommendations, our identification and assessment of climate risks consider:

- **Transition risks:** include changes to policy and legal obligations, technological innovation, changing market demand for products, and changing stakeholder expectations.
- **Physical risks:** risks relating to the physical impacts of climate change (both acute and chronic). Acute physical risks refer to those that are event-driven, including increased severity of extreme weather events, such as cyclones, hurricanes, or floods, while chronic physical risks refer to longer-term shifts in climate patterns (e.g., sustained higher temperatures) that may cause sea level rise or chronic heat waves.

The table below presents our analysis of our most significant and relevant climate-related risks. The Group has pared down our risks and removed risks from prior years that were deemed insignificant in relation to this year's operations. We recognise that the list is not exhaustive, and we will continue to enhance our understanding and responses to these risks:

⁴ Scope 1 GHG emissions are emissions resulting from the sources owned or controlled by the Group.

⁵ Scope 2 GHG emissions are results from the generation of purchased electricity consumed by the Group

⁶ Scope 3 emissions are emissions from sources not owned or controlled by the Group such as the Group's value chain

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Transition Risks (Policy and Legal)	Description	Risk Mitigation
Changes in regulations and updates to standards and stricter building codes	<ul style="list-style-type: none"> The Singapore Government currently has plans to have <ul style="list-style-type: none"> 80% of all buildings to have the Building and Construction Authority (“BCA”) Green Mark certification by 2030; 80% of new buildings to be categorised as Super Low Energy buildings⁷ from 2030; and Best-in-class green buildings to see an 80% improvement in energy efficiency (over 2005 levels) by 2030 The Group may face increasingly stringent green building and energy saving requirements such as mandates to increase energy efficiency to meet the minimum energy-efficiency requirement as set out by the BCA There may be increased costs to be incurred by the Group associated with retrofitting and upgrading of buildings to meet the BCA requirements Possible decline in the value of properties that the Group invests in, owns, and develops There may be an increase in overall costs to ensure that new developments meet the newer and stricter standards 	<ul style="list-style-type: none"> Existing buildings have already complied with prevailing sustainability guidelines issued by BCA. New projects will continue to comply with prevailing sustainability guidelines
	Time Period ⁸ : Short, Medium, Long	
	Likelihood: Likely	
	Impact Area: Property Development	
	Financial Impact: <ul style="list-style-type: none"> Increase in operational expenses from frequent maintenance, use of higher-grade materials and advance monitoring systems Declining value of properties if it does not achieve the necessary building codes and standards such as Green Mark certification and energy efficiency requirements Increased cost from sourcing for suppliers within the supply chain that can provide solutions in order to meet the minimum energy-efficiency requirements 	

⁷ The BCA has launched the Super Low Energy (“**SLE**”) Programme in 2018. Under BCA Green Mark for SLE, there are three building categories: (a) Super Low Energy buildings, (b) Zero Energy Buildings and (c) Positive Energy. Super Low Energy buildings feature best-in-class energy efficiency, the use of onsite and offsite renewable energy and other intelligent energy management strategies. It can achieve at least 60% energy savings through adopting energy efficient measures and onsite renewable energy based on 2005 building code level.

⁸ Time period: Short: < Five (5) years, Medium: between Five (5) and 10 years, Long: > 10 years

Transition Risks (Policy and Legal)	Description	Risk Mitigation
Carbon Tax	<ul style="list-style-type: none"> In 2023, the carbon tax rate of Singapore was S\$5/tCO₂e and was raised to S\$25/tCO₂e with effect from 2024. The carbon tax rate is expected to rise further to S\$45/tCO₂e in 2026 and 2027, with the aim of reaching S\$50-S\$80/tCO₂e by 2030. As a result, this will lead to an increase in electricity prices.⁹ The Group's revenue may decline as operational expenses increase, driven by carbon taxes levied on power-generating companies and cost of electricity prices that are subsequently passed on by the operator. There could also be more expectations or regulatory requirements on emissions reporting which may require additional human resources or technology investment 	<ul style="list-style-type: none"> Monitor and improve the operating efficiency of the properties that we operate Monitor changes in carbon tax regulations and rates. However, the financial impact of the change in carbon tax rate is unlikely to be significant.
	Time Period: Medium, Long	
	Likelihood: Possible	
	Impact areas: <ul style="list-style-type: none"> Property development Property investment 	
	Financial Impact: <ul style="list-style-type: none"> Increased operational expenses for future developments to be undertaken by the Group due to higher material and compliance costs 	

Transition Risks (Market)	Description	Risk Mitigation
Changing market preference	<ul style="list-style-type: none"> Customers' preferences are increasingly shifting towards greener materials and properties. This trend is likely to result in a higher number of buyers seeking assets with high-performing green credentials. Green cements, which incorporate alternative materials or methods to lower carbon footprints, will be a critical material to meet these evolving consumer demands. 	<ul style="list-style-type: none"> In the Group's supply chain management, they conduct continuous supplier assessment for the feasibility of utilising green materials for its development projects.
	Time Period ¹⁰ : Short, Medium, Long	
	Likelihood: Likely	
	Impact areas: <ul style="list-style-type: none"> Property development Property investment 	
	Financial Impact: <ul style="list-style-type: none"> Loss of revenue due to failure of compliance and weaker sale performance Missed growth opportunities related to green financing initiatives, partnerships or entry into sustainability-driven markets 	

⁹ Source: <https://www.nccs.gov.sg/singapores-climate-action/mitigation-efforts/carbontax>

¹⁰ Time period: Short: < Five (5) years, Medium: between five (5) and 10 years, Long: > 10 years

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Transition Risks (Technology)	Description	Risk Mitigation
Transitioning to lower emissions technology	<ul style="list-style-type: none"> Costs related to decarbonising through technology upgrades within the Group's value chain. Growing pressure to replace and substitute emission-intensive assets, materials, and services. Costs related to low emissions technology in operating projects. These technologies, while more efficient, often involve higher upfront costs due to their advanced production capacity and lower energy intensity per unit of output. 	<ul style="list-style-type: none"> Invest in energy-efficient systems such as LED lighting in the office The Group remains committed to monitoring technological advancements and regulatory requirements
	Time period ¹¹ : Medium, Long	
	Likelihood: Possible	
	Impact areas: <ul style="list-style-type: none"> Property development Property investment 	
	Financial Impact: <ul style="list-style-type: none"> Asset write-downs as outdated systems lose value or are decommissioned Increased capital and financing required for investment in low-emission technologies 	

Physical Risk (Acute)	Description	Risk Mitigation
Extreme rainfall and increased flooding and drought events	<ul style="list-style-type: none"> Extreme weather events such as floods or droughts may cause damage and/or delay construction schedules 	<ul style="list-style-type: none"> In line with Singapore's Public Utilities Board (PUB) regulations, the Group will ensure compliance with all applicable drainage and flood prevention requirements for our properties and developments
	Time Period ⁸ : Medium, Long	
	Likelihood: Possible	
	Impact Area: <ul style="list-style-type: none"> Property development Property investment 	
	Financial Impact: <ul style="list-style-type: none"> Increased operational expenses Extreme weather events such as storms or flash floods could damage the Group's investment properties Increased capital expenditure 	

¹¹ Time period: Short: Five (5) years, Medium: between five (5) and 10 years, Long: > 10 years

Physical Risk (Chronic)	Description	Management's Response
Increasing mean temperatures	<ul style="list-style-type: none"> Extreme temperature spells or changes in average temperature could impact workers productivity or may require improvements to the working environment for staff 	<ul style="list-style-type: none"> The Group will ensure engaged main contractors are monitoring the working conditions of the site to ensure the health and safety of the site workers for all future contracts.
	Time Period ⁸ : Short, Medium, Long	
	Likelihood: Likely	
	Impact Area: <ul style="list-style-type: none"> Property development Property investment 	
	Financial impact: <ul style="list-style-type: none"> Increased capital expenditure related to installation heat stress mitigation measures Increased operational expenses 	

While changes in the economy and the environment brought about by climate change represent certain risks to the Group, there also exist opportunities that arise. The Group has the potential to capture such opportunities and create long-term value for our stakeholders.

Opportunity (Market)	Description	Management's Response
Increase access to sustainable and green financing	Developers are increasingly embracing green or sustainability-linked loans or bonds, while local banks are taking a closer look at ESG risks when providing project financing, indicating the growing mainstream adoption of green financing. The Group can increase its access to funding by complying with sustainability practices and meeting investor expectations.	The Group shall continue to assess opportunities to include green features in new development projects to which the green financing will apply
	Time Period ⁸ : Medium, Long	
	Likelihood: Possible	
	Impact Area: Group-level	
	Financial Impact: <ul style="list-style-type: none"> Lower costs of financing by qualifying with green loans Increased access to capital with a broader pool of environmentally conscious investors and financial institutions 	

SUSTAINABILITY REPORT

Environmental Targets

Segment	Targets and Performance			
FY2025 Target		Status	Performance	
Property Development	Zero incidents of environmental non-compliance.	Not Applicable	There were zero incidents of environmental non-compliance for our property development segment as the Group did not undertake any new projects in FY2025.	
	To obtain BCA Green Mark certifications for all the buildings that the Group has operational control.	Not Applicable	While the BCA Green Mark certification may only be measured upon completion, the Group notes that the certification is not a mandatory requirement and has decided not to obtain BCA Green Mark certifications for its buildings as part of the Group’s investment consideration. Notwithstanding, the Group’s only development property at 18 Kim Chuan Terrace has complied with the BCA Code for Environmental Sustainability of Buildings.	
	To implement energy and water saving features in all new developments.	Not Applicable	The Group’s development property at 18 Kim Chuan Terrace includes energy saving features. The Group did not have any other new developments in FY2025.	
FY2025 Targets				
Segment	Targets	Short-Term (FY2026)	Medium-Term (FY2027 – FY2031)	Long-Term/Perpetual (FY2032 and beyond)
Property Development	Zero incidents of environmental non-compliance.	✓	✓	✓
	To be in compliance with BCA Code for Environmental Sustainability of Buildings for all the buildings that the Group has operational control.	✓	✓	✓
	To implement energy saving features in all new developments.		✓	✓
Energy Consumption and Greenhouse Gas emissions	Maintain GHG emissions within 10% of current levels	✓	✓	✓

Focus 3: Developing Our Human Capital

The Group strives to create an inclusive workplace culture and provide a safe workplace environment committed to mutual respect, fairness and equality for all our employees.

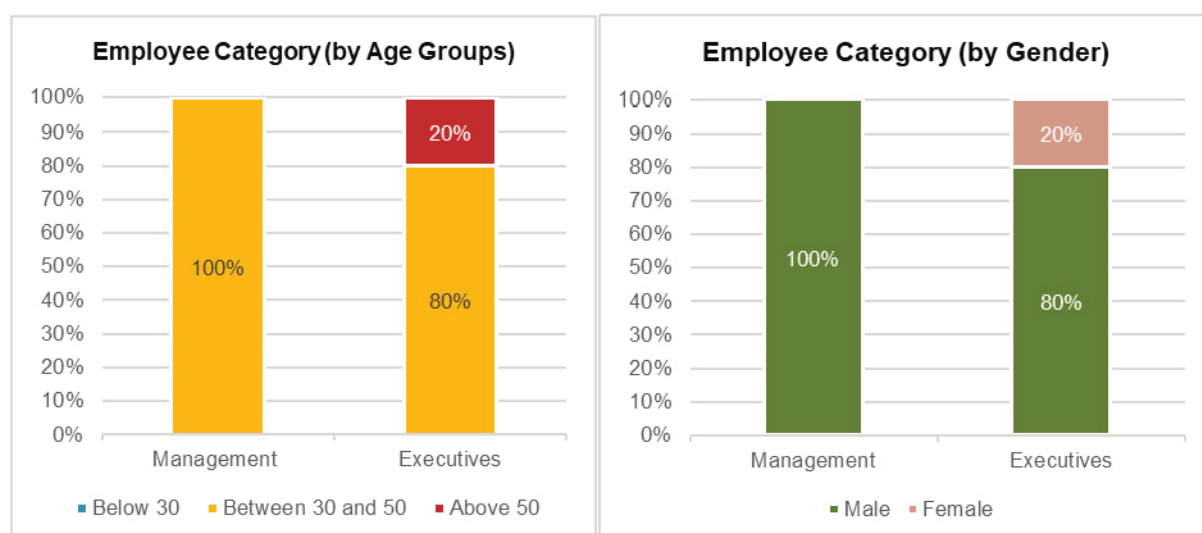
Workforce Diversity

The Group is dedicated to fostering fair employment practices and actively advancing a balanced, diverse workforce. Over the years, the Group has maintained a stable workforce, with no significant turnover aside from one (1) resignation during the year.

In FY2025, the Group had a total headcount of seven (7) permanent and full-time employees, all of whom are all Singaporeans or Permanent Residents. One (1) of them is female and the remaining six (6) are male employees. Five (5) male employees and one (1) female employee are within the age range of 30 to 50 years old, while one (1) male employee is above the age of 50 years old. The Group does not hire any part-time, temporary, or non-guaranteed employees for our day-to-day business operations. There were no workers who were not employees that were involved in our operations in FY2025¹².

During FY2025, there was one (1) resignation. In addition, the decrease of two (2) employees were resulted from the divestment of our 51%-owned subsidiary, OneApex Capital Pte Ltd. For the avoidance of doubt, OneApex Capital 1 Pte. Ltd. did not have any employees at the time of the divestment by the Company. Accordingly, this translated into a turnover rate of 12%. The one (1) resignee and two (2) leavers fell within the age group of between 30 and 50 years old.

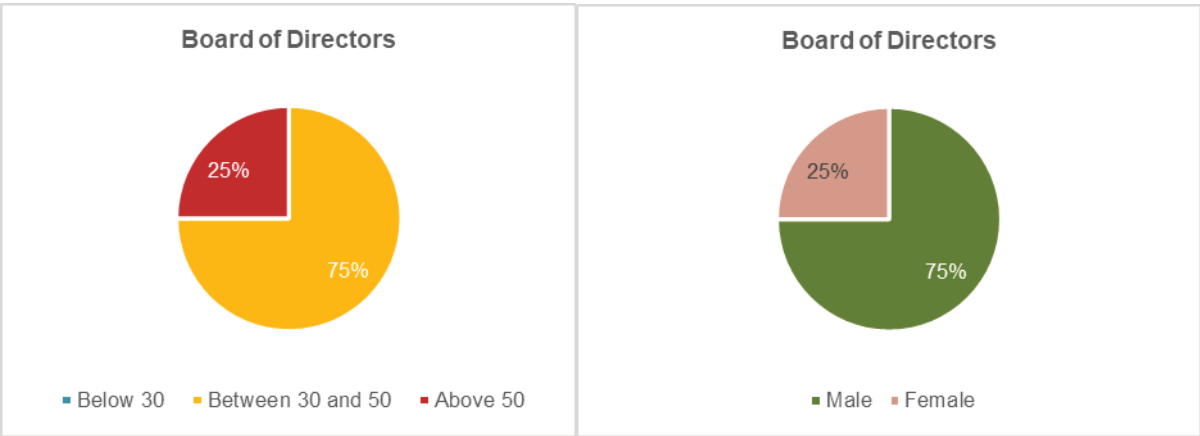
The Group understands the importance of having diversity within the organisation. Diversity provides us with diverse viewpoints for consideration when making key decisions and when executing such decisions. Thus, our employees and the Board consist of members with skills and knowledge from diverse backgrounds. Out of our seven (7) employees, five (5) of them are executives, and the remaining two (2) are from senior management. Our employee category composition by age groups and genders are as follows:



¹² The only outsourced contractor engaged by us for our property development project is not considered as a worker who is not an employee of the Group. We have no direct operational control over its work and the contractor is not entitled to annual leave under the Group's leave policy.

SUSTAINABILITY REPORT

Our Board composition by age groups and genders are as follows:



Three (3) of our four (4) Board members (i.e., 75%) are non-executive directors, of whom two (2) are independent directors, representing 50% of the Board. The Board comprises one (1) female director and three (3) male directors. In creating a more diverse and inclusive work environment, we highly value the varied experiences and expertise contributed by employees across different age groups and genders. In the years ahead, we remain committed to achieving a more balanced and stronger female representation across the Group, both at the Board level and within our workforce.

Employee Retention

The Group recognises the valuable contribution of all employees to the business. All our employees are assessed regularly and remunerated fairly based on their experience, qualifications and performance, regardless of age or gender. Regular performance reviews were carried out to provide feedback and growth opportunity for employees to enhance their personal and professional development. In FY2025, 100% our employees received performance reviews.

We prioritise the welfare of our employees by providing employee benefits such as medical insurance, healthcare and parental leave. In FY2025, two (2) male employees were entitled to parental leave, and both utilised their leave entitlements. This translated to a 100% return-to-work rate and a 100% retention rate for employees that took parental leave during FY2025.

Training and Education

The Group continuously supports ongoing growth and development of our workforce, including members of the Board. We understand that our employees’ skills and expertise are critical in sustaining a competitive advantage, meeting client expectations, and achieving high-quality results for our stakeholders. Therefore, we support and encourage all employees, across genders and job levels, to engage in upskilling and, when beneficial, reskilling programs to enhance their capabilities and deliver exceptional value to our clients.

Average training hours per employee by gender (hours) in FY2025	Average training hours per employee by Employment Group (hours) in FY2025
Male: 12.33	Managerial Staff: 37
Female: nil	Executives: nil

In FY2025, total training hours had increased to 74 hours from 29.5 hours in FY2024. Accordingly, there was an increase in FY2025’s average training hours for each employee to 10.57 hours from 2.95 hours in FY2024. The average training hours by genders and by employment group are presented in a form of a table on the left side.

The training programs for our employees covered professional service-related trainings in AML and Business Continuity Planning. This also included sustainability-related topics which kept our managerial staff updated with the relevant global trends. Training for executives was not conducted in FY2025 as resources were prioritised for other staff groups; executive development programmes will be considered for implementation in subsequent years.

Human Capital Targets

Segment	Targets and Performance			
FY2025 Targets		Status	Performance	
Group-level	To achieve zero incidents of non-compliance with relevant labour laws and regulations	✓ Met	There was zero incident of non-compliance with relevant labour laws and regulations	
	Ensure that 100% of our employees receive annual performance appraisals and reviews.	✓ Met	All employees received annual performance appraisals and reviews.	
FY2026 Targets				
	Targets	Short-Term (FY2026)	Medium-Term (FY2027 – FY2031)	Long-Term/ Perpetual (FY2032 and beyond)
Group-level	To achieve zero incidents of non-compliance with relevant labour laws and regulations	✓	✓	✓
	Ensure that 100% of our employees receive annual performance appraisals and reviews.	✓	✓	✓

SUSTAINABILITY REPORT

SGX Six Primary Components Index

S/N	Primary Component	Section Reference
1	Material ESG factors	<ul style="list-style-type: none"> Materiality Assessment
2	Climate-related disclosures consistent with the TCFD recommendations	<ul style="list-style-type: none"> Focus 2: Protecting Our Environment – Resilience to Climate Change
3	Policies, Practices and Performance	<ul style="list-style-type: none"> Sustainability Strategy Overview Focus 1: Upholding Good Governance and Ethics Focus 2: Protecting Our Environment Focus 3: Developing Our Human Capital
4	Board Statement	<ul style="list-style-type: none"> Sustainability Strategy Overview – Board Statement
5	Targets	<ul style="list-style-type: none"> Focus 1: Upholding Good Governance and Ethics Focus 2: Protecting Our Environment Focus 3: Developing Our Human Capital
6	Sustainability Reporting Framework	<ul style="list-style-type: none"> About this Report

GRI Standards Content Index

Statement of use	OneApex Limited has reported with reference to the GRI Standards 2021 for the period from 1 October 2024 to 30 September 2025
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

GRI Standard/ Other Source	Disclosure	Location
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organisational details	Organisation Profile
	2-2 Entities included in the organization's sustainability reporting	About This Report
	2-3 Reporting period, frequency and contact point	About This Report
	2-4 Restatements of information	About This Report
	2-5 External Assurance	About This Report
	2-6 Activities, value chain and other business relationships	Organisation Profile
	2-7 Employees	Focus 3: Developing Our Human Capital – Workforce Diversity
	2-8 Workers who are not employees	Focus 3: Developing Our Human Capital – Workforce Diversity
	2-9 Governance structure and composition	Corporate Governance Report (Annual Report, page 46, 47)
	2-10 Nomination and selection of the highest governance body	Corporate Governance Report (Annual Report, page 49, 50, 51)
	2-11 Chair of the highest governance body	Corporate Governance Report (Annual Report, page 48)
	2-12 Role of the highest governance body in overseeing the management of impacts	Focus 1: Upholding Good Governance and Ethics - Sustainability Governance
	2-13 Delegation of responsibility for managing impacts	Focus 1: Upholding Good Governance and Ethics - Sustainability Governance
	2-14 Role of the highest governance body in sustainability reporting	Focus 1: Upholding Good Governance and Ethics - Sustainability Governance
	2-15 Conflicts of interest	Corporate Governance Report (Annual Report, page 43, 49, 50, 63)
	2-16 Communication of critical concerns	Focus 1: Upholding Good Governance and Ethics – Ethics and Integrity
	2-17 Collective knowledge of the highest governance body	Corporate Governance Report (Annual Report, page 47)

SUSTAINABILITY REPORT

GRI Standard/ Other Source	Disclosure	Location
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Report (Annual Report, page 52)
	2-19 Remuneration policies	Corporate Governance Report (Annual Report, page 52)
	2-20 Process to determine remuneration	Corporate Governance Report (Annual Report, page 53)
	2-21 Annual total compensation ratio	<p>Highest-paid individual / median annual total compensation for all employees (excluding the highest-paid individual) = 2.5</p> <p>% increase in annual total compensation for the organization's highest-paid individual / median % increase in annual total compensation for all employees =</p> <p>During the reporting period, annual total compensation for both the highest-paid individual and employees decreased, primarily due to decreased revenue and profits.</p>
	2-22 Statement on sustainable development strategy	<ul style="list-style-type: none"> • Sustainability Strategy Overview – Board Statement
	2-23 Policy commitments	<ul style="list-style-type: none"> • Focus 1: Upholding Good Governance and Ethics • Focus 2: Protecting Our Environment • Focus 3: Developing Our Human Capital
	2-24 Embedding policy commitments	<ul style="list-style-type: none"> • Focus 1: Upholding Good Governance and Ethics • Focus 2: Protecting Our Environment • Focus 3: Developing Our Human Capital
	2-25 Processes to remediate negative impacts	Focus 1: Upholding Good Governance and Ethics – Ethics and Integrity
	2-26 Mechanisms for seeking advice and raising concerns	Focus 1: Upholding Good Governance and Ethics – Ethics and Integrity
	2-27 Compliance with laws and regulations	Focus 1: Upholding Good Governance and Ethics – Corporate Compliance
	2-28 Membership associations	The Group is not a member of any associations.
	2-29 Approach to stakeholder engagement	Stakeholder Engagement and Materiality Assessment – Stakeholder Engagement
	2-30 Collective bargaining agreements	The Group is not involved in any form of collective bargaining agreements.

GRI Standard/ Other Source	Disclosure	Location
Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Stakeholder Engagement and Materiality Assessment – Materiality Assessment
	3-2 List of material topics	Stakeholder Engagement and Materiality Assessment – Materiality Assessment
Upholding Governance and Ethics		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 1: Upholding Good Governance and Ethics
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Focus 1: Upholding Good Governance and Ethics
	205-2 Communication and training on anti-corruption policies and procedures	Focus 1: Upholding Good Governance and Ethics
	205-3 Confirmed incidents of corruption and actions taken	Focus 1: Upholding Good Governance and Ethics
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Focus 1: Upholding Good Governance and Ethics
	308-2 Negative environmental impacts in the supply chain and actions taken	Focus 1: Upholding Good Governance and Ethics
GRI 403 Occupational Health and Safety 2018	403-9 Work-related injuries	Focus 1: Upholding Good Governance and Ethics
	403-10 Work-related ill health	Focus 1: Upholding Good Governance and Ethics
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Focus 1: Upholding Good Governance and Ethics
	414-2 Negative social impacts in the supply chain and actions taken	Focus 1: Upholding Good Governance and Ethics
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Focus 1: Upholding Good Governance and Ethics
Protecting Our Environment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 2: Protecting Our Environment
GRI 302: Energy 2019	302-1 Energy consumption within the organisation	Focus 2: Protecting Our Environment
	302-3 Energy intensity	Focus 2: Protecting Our Environment
	302-4 Reduction of energy consumption	Focus 2: Protecting Our Environment

SUSTAINABILITY REPORT

GRI Standard/ Other Source	Disclosure	Location
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	Focus 2: Protecting Our Environment
	305-4 GHG emissions intensity	Focus 2: Protecting Our Environment
	305-5 Reduction of GHG emissions	Focus 2: Protecting Our Environment
GRI 201 Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Focus 2: Protecting Our Environment
Developing our Human Capital		
GRI 3: Material Topics 2021	3-3 Management of material topics	Focus 3: Developing Our Human Capital
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Focus 3: Developing Our Human Capital
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Focus 3: Developing Our Human Capital
	401-3 Parental leave	Focus 3: Developing Our Human Capital
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Focus 3: Developing Our Human Capital
	404-2 Programs for upgrading employee skills and transition assistance programs	Focus 3: Developing Our Human Capital
	404-3 Percentage of employees receiving regular performance and career development reviews	Focus 3: Developing Our Human Capital
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Focus 3: Developing Our Human Capital

CORPORATE GOVERNANCE REPORT

DISCLOSURE TABLE FOR ANNUAL REPORT IN COMPLIANCE TO THE CODE OF CORPORATE GOVERNANCE 2018 AND CATALIST RULES

The Board of Directors (the “**Board**” or the “**Directors**”) of OneApex Limited (the “**Company**” and together with its subsidiaries, the “**Group**”) are committed to maintaining high standards of corporate governance and places importance on its corporate governance processes and systems so as to ensure greater transparency, accountability and maximisation of long-term shareholder value.

This report outlines the Company’s corporate governance practices that were in place during FY2025, with specific reference made to the principles and the provisions of the revised of the Code of Corporate Governance 2018 (the “**Code**”), which forms part of the continuing obligations of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) Listing Manual Section B: Rules of Catalyst (the “**Catalist Rules**”).

I. BOARD MATTERS

The Board’s Conduct of Affairs

Principle 1: The company is headed by an effective Board which is collectively responsible and works with Management for the long-term success of the company.

Provision 1.1

The Company is led by a Board of Directors who collectively possess skills, experience, insights and sound judgement, to further serve the interests of the Group.

All Directors objectively discharge their duties and responsibilities as fiduciaries and make decisions in the best interests of the Group at all times. The Board puts in place a code of conduct and ethics, sets appropriate tone-from-the-top and desired organizational culture and ensures proper accountability within the Group. The Board has clear policies and procedures for dealing with conflicts of interest. Where the Director faces a conflict of interest, he would recuse himself from discussions and decisions involving the issues of conflict.

The Board is entrusted to lead and oversee the Company, with the fundamental principle to act in the best interests of the Company. In addition to its statutory duties, the Board oversees the management of the Company (the “**Management**”) and affairs of the Group’s business and oversees processes for evaluating the adequacy and effectiveness of the Group’s internal controls and risk management systems. It focuses on the strategies and policies, with particular attention paid to growth and financial performance. The Board also considers sustainability issues. The Board works with the Management to achieve this and the Management remains accountable to the Board. Each individual Director has objectively discharged his duties and responsibilities at all times as fiduciaries in the interests of the Company.

Provision 1.2

All newly appointed Directors will undergo an orientation programme where the Director will be briefed on the Group’s strategic direction, governance practices, business and organisation structure as well as the expected duties of a director of a listed company. To get a better understanding of the Group’s business, the Director will also be given the opportunity to visit the Group’s operational facilities and meet with key management personnel.

The Company will provide training to first-time Directors in areas such as accounting, legal and industry specific knowledge as appropriate and such training will be arranged and funded by the Company. First-time directors of listed companies in Singapore will also attend and complete the relevant training programmes as prescribed under Rule 406(3)(a) and Practice Note 4D of the Catalist Rules.

CORPORATE GOVERNANCE REPORT

The Directors may also attend other trainings, conferences and seminars that are organised by the professional bodies, regulatory institutions and corporations at the Company's expense. A formal letter setting out the Director's duties and obligations has been provided to the current Directors.

During FY2025, the external auditors ("**EA**") had briefed the AC and the Board on changes or amendments to accounting standards. New releases issued by SGX-ST and Accounting and Corporate Regulatory Authority ("**ACRA**") which are relevant to the Directors had been circulated to the Board. The Board encourages, at the Company's expense, its members to participate in seminars and receive training to improve themselves in the discharge of their duties as Directors. All Directors are provided with courses available/ to be conducted by the Singapore Institute of Directors and ISCA-SAC on a regular basis.

Provision 1.3

The Board has put in place internal policies for matters that require Board approval. The Board approves transactions exceeding certain threshold limits. The authority for transactions below such limits is delegated to Board Committees and/or the Management to optimise operational efficiency guided by internal policies and limits of authority.

Specifically, matters and transactions that require the Board's approval include, amongst others, the following:

- release of the half year and full year results announcements;
- annual report and financial statements;
- annual budgets and financial plans of the Company;
- convening of shareholders' meetings;
- corporate strategies;
- material acquisitions and disposals of assets exceeding S\$100,000;
- share issuances;
- declaration of interim dividends and proposal of final dividends;
- appointing of directors and key management staff, including the review of performance and remuneration packages; and
- interested person transactions.

Provision 1.4

The Board has delegated certain responsibilities to the Audit Committee (the "**AC**"), the Remuneration Committee (the "**RC**"), the Nominating Committee (the "**NC**") and the Risk Committee (collectively, the "**Board Committees**"). The compositions of the Board Committees were as follows:

	AC	NC	RC	Risk Committee
Chairman	Low Chin Parn Eric (" Eric Low ")	See Chiau Hwa	See Chiau Hwa	Tan Pei Hong, Alex (" Alex Tan ")
Member	See Chiau Hwa	Eric Low	Eric Low	Eric Low
Member	Tan Shu Hui Eileen (" Eileen Tan ")	Eileen Tan	Eileen Tan	Eileen Tan
Member				See Chiau Hwa

CORPORATE GOVERNANCE REPORT

Provision 1.5

The Board meets on a half-yearly basis, and as and when circumstances require. In FY2025, the number of the Board and the Board Committee meetings held and the attendance of each Board member are shown below.

	Board	AC	NC	RC	Risk
Number of Meetings Held	2	2	1	1	1
Name of Director	Number of Meetings Attended				
Alex Tan (Executive Director and Chief Executive Officer)	2	2*	1*	1*	1
Eric Low (Independent Non-Executive Chairman)	2	2	1	1	1
Eileen Tan (Non-Independent Non-Executive Director)	2	2	1	1	1
See Chiau Hwa (Independent Non-Executive Director)	2	2	1	1	1

* By invitation

The constitution of the Company (the “**Constitution**”) allows for Board meetings to be held by way of tele-conferences and through other electronic communications equipment.

Provision 1.6

It is the aim of the Board to provide shareholders with a balanced and understandable assessment of the Company’s performance, position and prospects. This responsibility extends to the interim and full-year financial results announcements, other price sensitive public reports and reports to regulators (if required). Management provides the Board with key information that is complete, adequate and timely. The types of information which are provided by Management to the Independent Directors are set out in the table below:

	Information	Frequency
1.	Board papers (with background or explanatory information relating to the matters brought before the Board, where necessary)	Half-yearly
2.	Updates to the Group’s operations and the markets in which the Group operates in	Half-yearly
3.	Budgets and/or forecasts (with variance analysis), management accounts (with financial ratios analysis), and EA’ report(s)	Half-yearly
4.	Reports on on-going or planned corporate actions	Half-yearly
5.	Enterprise risk framework and the independent auditor’s (“ IA ”) report(s)	Half-yearly
6.	Research report(s)	As required
7.	Shareholding statistics	Annually

Key management personnel will also provide any additional material or information that is requested by the Directors or that is necessary to enable the Board to make a balanced and informed assessment of the Group’s performance, position and prospects.

CORPORATE GOVERNANCE REPORT

Provision 1.7

All Directors have always separate and independent access to the Management and Company Secretary.

Should the Directors, whether as a group or individually, need independent professional advice in the furtherance of their duties and responsibilities, they can obtain independent professional advice at the Company's expense as and when required.

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.

Provision 2.1

The independence of each Director is assessed and reviewed at least annually by the NC. The NC adopts the definition in the Code as to what constitutes an independent director in its review to ensure there is a strong independent element on the Board such that the Board is able to exercise objective judgement on corporate affairs independently. The Independent Directors have confirmed that they do not have any relationship with the Company, its related corporations, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the Directors' independent business judgement in the best interests of the Group.

In this regard, the NC is of the view that the Independent Directors of the Company, namely Mr. See Chiau Hwa and Mr. Eric Low, are independent. None of the Independent Directors have served on the Board for more than nine (9) years since the date of their respective first appointments.

Provisions 2.2 and 2.3

During FY2025, the Board comprises four (4) Directors, consisting of one (1) Executive Director, two (2) Independent Directors and one (1) Non-Independent Non-Executive Director. The Chairman of the Board is Independent and Non-Executive. In FY2025, three (3) out of four (4) Directors on the Board were Non-Executive Directors, and accordingly, made up a majority of the Board. As such, the Company complies with the relevant provision of the Code which requires non-executive directors to comprise a majority of the Board.

Provision 2.4

As at the end of FY2025 and the date of this report, the respective compositions of the Board and Board Committees are as follows:

Name of Director	Designation	AC ⁽¹⁾	NC ⁽²⁾	RC ⁽³⁾	Risk Committee
Alex Tan	Executive Director and Chief Executive Officer ("CEO")	–	–	–	Chairman
Eric Low	Independent Non-Executive Chairman	Chairman	Member	Member	Member
See Chiau Hwa	Independent Non-Executive Director	Member	Chairman	Chairman	Member
Eileen Tan	Non-Independent Non-Executive Director	Member	Member	Member	Member

Notes:

- (1) The AC comprises three (3) members, the majority of whom (including the Chairman) are independent.
- (2) The NC comprises three (3) members, the majority of whom (including the Chairman) are independent.
- (3) The RC comprises three (3) members, the majority of whom (including the Chairman) are independent.

CORPORATE GOVERNANCE REPORT

The Company's Board Diversity Policy recognises the value of diversity in perspectives, experiences, and backgrounds as a critical factor in achieving excellence and driving innovation. Thus, the Board is committed to foster a diverse and inclusive environment within the organization and ensure that the composition of the Board reflects this commitment. All Board appointments will be made based on merit and contribution that the selected candidates will bring to the Board, in the context of the age, skills, experience, ethnicity, gender, independence and knowledge which the Board as a whole requires to be effective.

The Company's Board Diversity Policy is to, among others, have at least a female Director on its Board. The Company has achieved the target since FY2024 following the appointment of Ms. Eileen Tan as Non-Independent Non-Executive Director.

The current Board comprises of members with the following core competencies:

	Number of Directors	Proportion of Board
Core Competencies		
– Accounting or finance	2	50%
– Business management	4	100%
– Legal or corporate governance	3	75%
– Relevant industry knowledge or experience	4	100%
– Strategic planning experience	4	100%
– Customer based experience or knowledge	4	100%

The Board would continue to take the following steps to maintain or enhance its balance and diversity:

- annual review by the NC to assess if the existing attributes and core competencies of the Board are complementary to the Group's risk profile, business operations and future business strategies in order to enhance the efficacy of the Board; and
- annual evaluation by the Directors of the skill sets that the other Directors possess, with a view to understand the range of expertise which is lacking by the Board.

The NC would consider the results of these exercises whilst ensuring that diversity is a key criterion in the search before putting forth its recommendation for the appointment of new Directors and/or re-appointment of incumbent Directors.

A review of the size and composition of the Board (and Board Committee) was also undertaken by the Company at year-end to ensure alignment with the needs of the Group and the objectives set out in the Board Diversity Policy. The Board, taking into consideration the views of the NC, is satisfied that the current size and composition of the Board (and Board Committees) meets the criteria in the Board Diversity Policy and possesses the necessary competencies, expertise and knowledge to lead the Group effectively.

Provision 2.5

The Non-Executive Directors are scheduled to meet regularly, and as warranted, in the absence of key management personnel to discuss concerns or matters such as the effectiveness of the Management. In FY2025, the Non-Executive Directors had met at least once in the absence of key management personnel.

CORPORATE GOVERNANCE REPORT

Chairman and Chief Executive Officer

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

Provision 3.1

Provision 3.1 of the Code requires the separation of the role of Chairman and the CEO so that there is an appropriate balance of power, increased accountability, and greater capacity of the Board for independent decision-making. The Company has fulfilled Provision 3.1 of the Code as Mr. Eric Low is the Independent Non-Executive Chairman while Mr. Alex Tan is the CEO of the Group.

There is no concentration of power as the Group is run objectively on a transparent basis and the Board feels that there is adequate representation of Independent Directors on the Board. All major decisions made by the Board are subject to majority approval of the Board. The Board believes that there are adequate safeguards in place to ensure an appropriate balance of power and authority in the spirit of good corporate governance.

Provision 3.2

As at the date of this report, the roles and responsibilities of the Independent Non-Executive Chairman is held by Mr. Eric Low. As the Independent Non-Executive Chairman of the Company, he is responsible for ensuring the effectiveness and integrity of the governance process. He approves meeting agendas for the Board and reviews the meeting agendas for the Board Committees. As the CEO of the Company, Mr. Alex Tan is responsible for the overall management, operations, strategic planning and business expansion of the Group and overseeing the day-to-day operations of the Group. He works with the Board to determine the strategic and operational objectives of the Group.

Provision 3.3

As the Independent Non-Executive Chairman is not part of Management, no Lead Independent Director was appointed in FY2025. As the Independent Non-Executive Chairman, Mr. Eric Low makes himself available to the shareholders of the Company at the Company's general meetings, where they have concerns and for which contact through the normal channels to Management, CEO and/or the Chief Financial Officer ("CFO") have failed to resolve or is inappropriate. He is also responsible for leading the meetings of independent directors and providing feedback to Management after such meetings.

Board Membership

Principle 4: The Board has a formal and transparent process for the appointment and re-appointment of directors, taking into account the need for progressive renewal of the Board.

Provision 4.1

The NC is guided by key terms of reference as follows:

- (a) deciding how the Board's performance may be evaluated and proposing objective performance criteria;
- (b) making recommendations to the Board on the appointment and re-appointment of Directors (including alternate Directors, if applicable) having regard to the Director's contributions and performance, including making recommendations on the composition of the Board and the balance between Executive and Non-Executive Directors appointed to the Board;
- (c) regularly reviewing the Board structure, size and composition and making recommendations to the Board with regard to any adjustments that are deemed necessary;

CORPORATE GOVERNANCE REPORT

- (d) identifying and nominating candidates as necessary for the approval of the Board, determining annually whether or not a Director is independent under the definition set out in the Code, filling Board vacancies as and when they arise, as well as putting in place plans for succession, in particular, in respect of the roles of the Chairman and the CEO;
- (e) deciding whether or not a Director is able to and has been adequately carrying out his duties as a Director of the Company, particularly when he has multiple board representations and/or a conflict of interest; and
- (f) reviewing the training and professional development programmes for the Board.

Provision 4.2

As at the end of FY2025 and the date of this report, the NC comprises the following members:

Mr. See Chiau Hwa (Chairman)	Independent Non-Executive Director
Mr. Low Chin Parn Eric	Independent Non-Executive Chairman
Ms. Tan Shu Hui Eileen	Non-Independent Non-Executive Director

Provision 4.3

Nomination and Selection

The process for the selection and appointment of new board members is as follows:

- (a) the NC, in consultation with the Board, would identify the current needs of the Board in terms of skills, experience and knowledge to complement and strengthen the Board and increase its diversity;
- (b) the NC would consider candidates proposed by the Directors, key management personnel or substantial shareholders, and may engage external search consultants where necessary;
- (c) the NC would meet and interview the shortlisted candidates to assess their suitability; and
- (d) the NC would recommend the selected candidate to the Board for consideration and approval.

Election and re-election

The Board believes that each individual director is best placed to determine and ensure that he is able to devote sufficient time and attention to discharge his duties and responsibilities as directors of the Company, bearing in mind his other commitments. In considering the nomination of directors for re-election and re-appointment, the NC would assess the performance of the director in accordance with the performance criteria set by the Board and would also consider the current needs of the Board. Subject to the NC's satisfactory assessment, the NC would recommend the proposed re-appointment of the director to the Board for its consideration and approval.

Under Regulation 99 of the Constitution, the Company may by Ordinary Resolution appoint any person to be a Director either as an additional Director or to fill a casual vacancy. Any person so appointed by the Directors shall hold office only until the next annual general meeting ("**AGM**") and shall then be eligible for re-election but shall not be taken into account in determining the number of Directors who are to retire by rotation at such meeting.

Under Regulation 100 of the Constitution, at least one-third of its Directors shall retire from office by rotation and are subject to re-election at every AGM of the Company. All Directors shall submit themselves for renomination and re-election at regular intervals and at least once every three (3) years. In addition, the Constitution also provides that a newly appointed Director must submit himself for re-election at the next AGM of the Company following his appointment.

CORPORATE GOVERNANCE REPORT

The NC has recommended to the Board that Mr. See Chiau Hwa, who is retiring pursuant to Regulation 100 of the Constitution, be nominated for re-election at the forthcoming AGM.

In making the recommendation, the NC had considered the Director's qualifications, expertise, past experiences and overall contribution since he was appointed. The Board has accepted the recommendations and, with the concurrence of the NC, has also considered Mr. See Chiau Hwa to be independent for the purposes of Rule 704(7) of the Catalist Rules.

Mr. See Chiau Hwa will, upon re-election as a Director of the Company, remain as the Independent Non-Executive Director, Chairman of the Nominating Committee and Remuneration Committee and a member of the Audit Committee and Risk Committee.

Mr. See Chiau Hwa, being a member of the NC, has abstained from making any recommendation and/or participating in any deliberation of the NC in respect of the assessment of his own contribution and/or re-election as a Director.

Please refer to pages 6 to 7 for information on the Director nominated for re-election, and pages 63 to 67 of this Annual Report for the information required under Appendix 7F of the Catalist Rules.

Provision 4.4

The NC had reviewed and confirmed the independence of the Independent Non-Executive Directors in accordance with the Code and the Catalist Rules. The Independent Non-Executive Directors have submitted their confirmation of independence annually for the NC's review. In respect of the Company's current Independent Non-Executive Directors, namely Mr. Eric Low and Mr. See Chiau Hwa, the Board is of the view that they are independent, taking into account the circumstances set forth in the Code, Rule 406(3)(d) of the Catalist Rules and any other salient factors. For FY2025, the Independent Directors had also confirmed their independence in accordance with the Code and Rule 406(3)(d) of the Catalist Rules.

There are no Directors who are deemed independent by the Board, notwithstanding the existence of a relationship as stated in the Code that would otherwise deem him not to be independent.

Provision 4.5

The NC is responsible for reviewing the ability of Directors to devote sufficient time and attention to the affairs of the Company and in particular to take into account multiple directorships and significant principal commitments held by the Directors. The NC requires each Director to declare any new additional directorships or significant principal commitments during the year to enable the ongoing monitoring of the time commitment, attendance and contributions of the Directors to the Company.

A list of the other listed company directorships and principal commitments (where applicable) of each of the Directors and the Director nominated for re-election are set out on pages 6 and 7 and page 63 of this Annual Report.

The NC had reviewed the time spent and attention given by each of the Directors to the Company's affairs, taking into account the multiple directorships and other principal commitments of each of the Directors (if any), and was satisfied that all the Directors have discharged their duties adequately for FY2025.

The Board has not prescribed a limit with respect to the maximum number of listed company board representations each Director may hold.

The NC and the Board are of the view that, setting a maximum number of listed company board representations a Director may hold is not meaningful, as long as Directors are able to devote sufficient time and attention to the affairs of the Company. The NC also does not wish to omit from considering outstanding individuals who, despite the demands on their time, have the capacity to

CORPORATE GOVERNANCE REPORT

participate and contribute as members of the Board. As such, the Board does not propose to set a maximum number of listed company board representations which Directors may hold until such need arises. Notwithstanding the number of principal commitments which some of the Directors are holding outside of the Group, the NC is of the view that sufficient time and attention to the affairs of the Company have been given by these Directors and is satisfied that all Directors have discharged their duties adequately.

The considerations in assessing the capacity of Directors include the following:

- expected and/or competing time commitments of Directors, including whether such commitment is a full-time or part-time employment capacity;
- geographical location of Directors;
- size and composition of the Board; and
- nature and scope of the Group's operations and size.

The Company does not have any alternate Directors.

The composition of the Board and independence of each Director is reviewed annually by the NC to ensure that the Board has the appropriate mix of expertise and experience to govern and manage the Group's affairs.

Board Performance

Principle 5: The Board undertakes a formal annual assessment of its effectiveness as a whole and that of each of its board committees and individual directors.

Provision 5.1

The NC has adopted a formal process to assess the effectiveness of the Board and Board Committees as a whole, as well as the performance of each individual Director. The appraisal process for Board and Board Committees focused on the evaluation of factors such as the size and composition of the Board, the Board's access to information, Board processes and accountability, communication with Management and Directors' standards of conduct. The appraisal process of individual Director focused on the evaluation of factors such as attendance, preparedness, participation and know-how. All Directors are required to complete the evaluation form. The results of the evaluation are used constructively by the NC to identify areas of improvements and to recommend to the Board the appropriate action.

Provision 5.2

The review of the performance of the Board, Board Committees and the Directors are conducted by the NC annually.

For FY2025, each Director completed the Board, Board Committee and individual Director evaluation form. The Company Secretary collated and submitted the questionnaire results to the NC Chairman in the form of a report and the NC discussed the report and concluded the performance results during the NC meeting.

No external facilitator was used in the evaluation process. However, if need arises, the NC has full authority to engage external facilitator to assist the NC to carry out the evaluation process at the Company's expense.

Following the review of FY2025, the Board is of the view that the Board and its Board Committees operate effectively and each Director is contributing to the overall effectiveness of the Board.

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II. REMUNERATION MATTERS

Procedures for Developing Remuneration Policies

Principle 6: There should be 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.

Provisions 6.1 and 6.3

The RC is guided by the key terms of reference as follows:

- (a) review and recommend to the Board, in consultation with the Executive Directors, a framework of remuneration policies to determine the specific remuneration packages and terms of employment for each Director and key management personnel and the implementation of any appropriate performance-related elements to be incorporated in the remuneration framework;
- (b) review and recommend to the Board the service contracts of Executive Directors and key management personnel and ensure that such services contracts are fair and not excessively long or with onerous renewal/termination clauses; and
- (c) review and approve the granting of share options and/or performance shares to Directors and employees.

Each member of the RC shall abstain from voting on any resolution in respect of his/her remuneration package and making any recommendations and/or participating in any deliberations of the RC in respect of his/her remuneration package.

Provision 6.2

As at the end of FY2025 and the date of this report, the RC comprises the following members:

Mr. See Chiau Hwa (Chairman)	Independent Non-Executive Director
Mr. Low Chin Parn Eric	Independent Non-Executive Chairman
Ms. Tan Shu Hui Eileen	Non-Independent Non-Executive Director

Provision 6.4

The RC has access to expert professional advice on human resource matters whenever there is a need to consult externally. In its deliberations, the RC takes into consideration industry practices and norms in compensation, in addition to the Group's relative performance to the industry and the performance of the individual Directors. No remuneration consultants were engaged by the Company in FY2025. The service of an external remuneration consultant will be sought, as and when necessary.

The Company currently does not have any contractual provisions allowing the Company to reclaim incentives from the Executive Director and Chief Executive Officer, as well as key management personnel in circumstances such as exceptional cases of wrong doings. The Board is of the view that as the Group pays performance bonus based on the actual performance of the Group, "claw-back" provisions in the service agreements may not be relevant or appropriate.

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Level and Mix of Remuneration

Principle 7: The level and structure of remuneration of the Board and key management personnel are appropriate and proportionate to the sustained performance and value creation of the company, taking into account the strategic objectives of the company.

Provisions 7.1 and 7.3

The Group's remuneration policy (which covers all aspects of remuneration including directors' fees, salaries, allowances, and bonuses, grant of shares and share options, and benefits-in-kind) is to ensure that the remuneration offered is competitive and sufficient to attract, retain and motivate Directors and key management personnel of the required experience and expertise. The policy articulates to staff the link that total compensation has to be the achievement of organisational and individual performance objectives, and benchmarked against relevant and comparative compensation in the market or the industry.

The Executive Director and Chief Executive Officer, as well as key management personnel are paid a basic salary and a performance related variable bonus pursuant to their respective service agreements. The factors for paying the bonus are the Group's performance and the performance of the personnel which contributed to the Group's performance. The RC has reviewed the remuneration framework of the key management personnel to ensure that their compensation aligns with the long-term interest of the Group.

The remuneration received by the Executive Director and Chief Executive Officer, as well as key management personnel takes into consideration his or her individual performance and contribution towards the overall performance of the Group for FY2025. Their remuneration is made up of fixed and variable compensations. The fixed compensation consists of an annual base salary, fixed allowance and annual wage supplement. The variable compensation is determined based on the level of achievement of corporate and individual performance objectives.

The following performance conditions were chosen for the Group to remain competitive and to motivate the Executive Director and Chief Executive Officer, as well as key management personnel to work in alignment with the goals of all stakeholders in FY2025:

Performance Conditions	Short-term Incentives (such as performance bonus)
Qualitative	<ol style="list-style-type: none">1. Leadership2. People development3. Commitment4. Teamwork5. Current market and industry practices6. Macro-economic factors
Quantitative	Annual profit before tax

Provision 7.2

The Non-Executive Directors are paid annually and such fees, being an agreed amount, are subject to shareholders' approval at the AGM. The proposed Non-Executive Directors' fees are determined in accordance with their contributions, taking into account factors such as effort, time spent and responsibilities of the Directors.

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Disclosure on Remuneration

Principle 8: The company is transparent on its remuneration policies, level and mix of remuneration, the procedure for setting remuneration, and the relationships between remuneration, performance and value creation.

Provision 8.1

The breakdown for the remuneration of the Directors and key management personnel (who are not Directors or the CEO) for FY2025 is as follows:

Board of Directors	Remuneration (S\$)	Salary (S\$)	Bonus (S\$)	Directors Fees (S\$)	Total (S\$)
Alex Tan	< 250,000	164,790	11,700	–	176,490
Eileen Tan	< 250,000	–	–	50,000	50,000
See Chiau Hwa	< 250,000	–	–	50,000	50,000
Eric Low	< 250,000	–	–	55,000	55,000

Key Management Personnel	Remuneration Band (S\$)	Base/ Fixed Salary (S\$)	Variable bonus (S\$)	Total (S\$)
Loi Lup Sheng, Ron	< 250,000	231,534	16,500	248,034

There are no termination, post-employment and retirement benefits that may be granted to the Directors.

The independence of the Non-Executive Directors is not compromised by their compensation. The NC recommends the Non-Executive Directors' fee for the Board's endorsement and approval by shareholders at the Company's annual general meeting and the fees are determined having regard to the scope and extent of the Directors' responsibilities and obligation to the Company. No Director is involved in deciding his own remuneration.

Provision 8.2

Mr. Tan Theng Hong, Amos, brother of the CEO of the Company, Mr. Alex Tan and brother of the Non-Independent Non-Executive Director of the Company, Ms. Eileen Tan, has received remuneration of less than S\$100,000 for FY2025.

Provision 8.3

The Company does not have any employee share scheme(s). Save as disclosed above, the Company has not provided any other form of remuneration, payments and/or benefits by the Company and/or its subsidiaries to Directors and/or key management personnel.

III. ACCOUNTABILITY AND AUDIT

Risk Management and Internal Controls

Principle 9: The Board is responsible for the governance of risk and ensures that Management maintains a sound system of risk management and internal controls, to safeguard the interests of the company and its shareholders.

Provision 9.1

The Board is responsible for the overall governance of the risk management of the Company, establishing risk management policies and tolerance strategies that set the direction for the Group and overseeing the implementation of risk management framework to ensure that risks are identified and managed.

The Risk Committee, which comprises all the Directors, assumes the responsibility of the risk management function and oversees the overall adequacy and effectiveness of the Company's risk management systems and procedures. The Company's CFO, Mr. Loi Lup Sheng, Ron is the Company's Chief Risk Officer (the "CRO") and will assist the Risk Committee to meet their objectives.

The Risk Committee determines the Company's levels of risk tolerance and risk policies, and oversees the Management in the design and implementation of a framework for the monitoring of risk management. The Risk Governance and Internal Control Framework, prepared on a yearly basis, sets out the Board's approved code of ethics, risk appetite and tolerance guidance, authority and risk control matrix, key control activities and key reporting and monitoring activities that the Management must strictly adhere to. The Risk Committee regularly reviews the risks and controls of the Group's business and operational activities to identify areas of significant business risks as well as respond appropriately to control and mitigate these risks. The CRO reviews all significant control policies and procedures and highlights all significant matters to the Risk Committee. At least once a year, the Group undertakes an enterprise-wide review of the adequacy and effectiveness of the Company's risk management and internal control systems, of which includes the financial, operational, compliance and information technology controls. During this exercise, risk owners review and update the risks and controls for their respective areas, taking into consideration any change in business environment and processes. The results of this annual review are presented to the Board to ensure that enterprise risks are appropriately identified and managed.

The Board has received assurance from the CEO and the CFO that the financial records have been properly maintained and the financial statements give true and fair view of the Company's operations and finances, and the Company's risk management and internal control systems are adequate and effective in respect of FY2025.

Provision 9.2

The Board has further relied on the EA report as assurance that the financial records have been properly kept in accordance with the provisions of the Companies Act and the financial statements give a true and fair view of the financial position of the Group and of the Company as at 30 September 2025, and the financial performance, changes in equity and cash flows of the Group and changes in equity of the Company for the financial year then ended. In addition, the EA has provided the Board a clean opinion on the Group's financial statements and the IA has carried out its reviews based on the agreed scope and the Board noted there were no major adverse findings on risk management and internal control systems relating to the agreed scope.

Based on the internal controls established and maintained by the Group, the assurance from the CEO and CFO, the reviews performed by the Management and the AC, as well as the work performed by the IA and EA, the Board, with the concurrence of the AC, is of the opinion that the Group's internal controls (including financial, operational, compliance and information technology controls) and risk management systems were adequate and effective for FY2025. Nevertheless, the AC and the

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Board recognise that no internal control system will preclude all potential errors and irregularities, as a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can provide only reasonable but not absolute assurance against material misstatement or loss.

The bases for the Board's view are as follows:

1. assurance has been received from the CEO and CFO that the financial records have been properly maintained and the financial statements give a true and fair view of the Company's operations and finances for FY2025;
2. an internal audit has been done by the IA and significant matters highlighted to the AC and key management personnel were appropriately addressed;
3. key management personnel regularly evaluates, monitors and reports to the AC and the Risk Committee on material risks and have provided assurance regarding the adequacy and effectiveness of the Company's risk management and internal control systems;
4. discussions were held between the AC and auditors in the absence of the key management personnel to review and address any potential concerns;
5. an enterprise risk management framework was maintained to identify, manage and mitigate significant risks; and
6. risk appetite statements with tolerance limits have been approved by the Board to contain risks within acceptable levels.

Audit Committee

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

Provisions 10.1, 10.2 and 10.3

As at the end of FY2025 and the date of this report, two (2) out of three (3) of the members of the AC are Independent Non-Executive Directors who do not have any management and business relationships with the Company or any substantial shareholder of the Company. None of the AC members were previous partners or directors of the Company's external audit firm within the last twelve months and none of the AC members hold any financial interest in the external audit firm.

In performing its functions in accordance with a set of terms of reference, the AC meets to, *inter alia*, discuss and review the following:

- (a) significant financial reporting issues and judgments to ensure the integrity of the financial statements of the Group;
- (b) adequacy and effectiveness of the Group's internal controls and risk management systems, including financial, operational, compliance and information technology controls at least on an annual basis;
- (c) reviewing the assurance from the CEO and the CFO on the financial records and financial statements;
- (d) audit plan and EA's report presented by the Company's EA;
- (e) assistance provided by the Company's officers to the EA and IA;
- (f) hiring, removal, evaluation and compensation of the IA;

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- (g) internal audit plan and internal audit report with the IA;
- (h) independence of the EA and IA annually and recommend the EA to be nominated, approve the remuneration of the EA and terms of their engagement, as well as make appropriate recommendations to the Board on the same;
- (i) consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company prior to their submission to the Board for approval;
- (j) the Company's half-year and full-year results announcements, and any announcements relating to the Group's financial performance; and
- (k) all interested person transactions.

The AC has authority to investigate any matter within its term of reference and have been given full access to the Management and reasonable resources to enable it to discharge its functions properly. The AC has full discretion to invite any Director or key management executive to attend its meetings.

Whistle Blowing Policy

The Company has in place a whistle blowing policy to ensure independent investigations of complaints relating to fraud, corruption, possible improprieties in financial reporting, breach of law, non-compliance with the Group's code of conduct and business practices and any wrongful acts by any employees of the Group, and for appropriate follow-up action.

The policy is aimed at encouraging the reporting of such matters in good faith and that staff of the Group and other persons making such reports will be treated fairly and, to the extent possible, protected from reprisal and detrimental or unfair treatment. The Group is also committed in ensuring that the identity of the whistle-blower is kept confidential. Anonymous complaints may be considered, taking into account factors such as the merits of the issues raised. Any suspected non-compliance case and/or concern may be reported in writing by email to whistle_blowing@OneApex.com.sg.

All reported whistle-blowing incidents or concerns will be independently investigated, and remedial actions will be taken to address the whistle-blowing incidents.

The AC has oversight and monitoring of the policy. The AC reviews all whistle blowing complaints at its half-yearly meetings, ensuring that any investigation and appropriate follow-up actions are taken. In instances of serious offences and/or occurrence of criminal activities, the AC and the Board have access to the appropriate external advisors and where necessary, a formal report with the relevant government or regulatory authority will be filed. No whistleblowing reports were received in FY2025.

As at the end of FY2025 and the date of this report, the AC comprises two (2) Independent Non-Executive Directors and one (1) Non-Independent Non-Executive Director. The AC Members are:

Mr. Low Chin Parn Eric (Chairman)	Independent Non-Executive Chairman
Mr. See Chiau Hwa	Independent Non-Executive Director
Ms. Tan Shu Hui Eileen	Non-Independent Non-Executive Director

All members of the AC do not have any management and significant of material business relationships with the Company or any substantial shareholder of the Company. None of the AC members were previous partners or directors of the Company's external audit firm within a period of two (2) years commencing on the date of their ceasing to be a partner of the external audit firm, if applicable, and none of the AC members hold any financial interest in the external audit firm.

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The AC members possess many years of experience in accounting, legal, business and financial management. In particular, Mr. Eric Low as AC Chairman as well as Mr. See Chiau Hwa, the AC member, have recent and relevant accounting and/or related financial management expertise and experience. The Board considers that the members of the AC are appropriately qualified to discharge the responsibilities of the AC.

Provision 10.4

Internal Audit

The Company's internal audit function is outsourced to RSM Risk Advisory Pte. Ltd. that reports directly to the AC Chairman. The IA plans its internal audit schedules in consultation with the Management and its plans are submitted to the AC. The AC reviews and approves the internal audit plan to ensure the adequacy of the scope of audit. The AC is satisfied that the IA is adequately qualified (given, *inter alia*, its adherence to standards set by nationally or internationally recognised professional bodies), independent from the activities that it audits and adequately resourced, and has the appropriate standing in the Company to discharge its duties effectively.

The AC is satisfied that the IA is able to discharge its duties effectively based on the following considerations:

- with a team of between two (2) and five (5) staff led by their partner who has almost 20 years of relevant experience and qualifications, the IA is adequately qualified and resourced;
- the internal audit activities are conducted in accordance with the Standards for the Professional Practice of Internal Auditing set by the Institute of Internal Auditors; and
- the IA has the appropriate standing in the Company in view of, *inter alia*, its involvement in certain AC meetings and its unfettered access to all the Group's documents, records, properties and personnel, including direct access to the AC and Management.

External Audit

The AC reviews the scope and results of the external audit and also assessed the cost effectiveness, the independence and objectivity of the external auditor. Where the auditor also provides substantial volume of non-audit services to the Company, the AC shall review the nature and extent of such services.

Ernst & Young LLP ("**EY**") was appointed as the Group's external auditor at the AGM held by the Company on 27 January 2025 until the conclusion of the forthcoming AGM. The aggregate amount of expenses paid or payable to EY for FY2025 are as follows:

Description of Services	S\$'000	% of total
Audit fees	59.5	81
Non-audit fees - Tax advice	14.1	19
Total	73.6	100

The fees incurred for non-audit services rendered to the Group during FY2025 were not substantial in comparison to the fees incurred for the Group's audit fees. Pursuant to the assessment and review made by the AC of the non-audit services provided, the AC is of the view that the non-audit services provided by the EA would not affect the independence of the EA.

The AC makes recommendations to the Board on the appointment, re-appointment and replacement of external auditors. It also recommends to the Board the remuneration and terms of engagement of the external auditors. After taking into account the resources and experience of EY and the audit

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engagement partner assigned to the audit, EY's other audit engagements, the size and complexity of the audit, the Audit Quality Indicators Disclosure Framework published by ACRA as well as the number and experience of the staff assigned by EY for the audit, the AC is of the view that EY is able to meet its audit obligations. Together with the Board, the AC recommends the re-appointment of EY at the forthcoming AGM. The Company confirms that Rules 712 and 715 of the Catalist Rules have been complied with in appointing audit firms for the Group.

The external auditors provide regular updates and periodic briefings to the AC on changes or amendments to accounting standards to enable the members of the AC to keep abreast of such changes and its corresponding impact on the financial statements, if any.

Provision 10.5

The AC has met with the IA and the EA once in the absence of key management personnel in FY2025.

IV. SHAREHOLDER RIGHTS AND ENGAGEMENT

Shareholder Rights and Conduct of General Meetings

Principle 11: The company treats all shareholders fairly and equitably in order to enable them to exercise shareholders' rights and have the opportunity to communicate their views on matters affecting the company. The company gives shareholders a balanced and understandable assessment of its performance, position and prospects.

Provision 11.1

Shareholders are entitled to attend the general meetings of shareholders and are afforded the opportunity to participate effectively in and vote at general meetings of shareholders. An independent polling agent is appointed by the Company for general meetings who will explain the voting procedures that govern the general meetings of shareholders. Results of voting are announced on a timely manner via SGXNET.

The Constitution allows a shareholder to appoint up to two (2) proxies to attend and vote in the shareholder's place at the general meetings of shareholders. Pursuant to the introduction of the multiple proxies regime under the Singapore Companies (Amendment) Act 2014, indirect investors who hold the Company's shares through a nominee company or custodian bank or through a Central Provident Fund agent bank may attend and vote at general meetings.

Provision 11.2

Matters which require shareholders' approval were presented and proposed as a separate resolution. The Company practises having separate resolutions at general meetings for each distinct issue. All resolutions are put to vote by poll, and their detailed results will be announced via SGXNET after the conclusion of the general meeting. "Bundling" of resolutions will only be done where resolutions are interdependent and linked so as to form one (1) significant proposal. Where the resolutions are bundled, the Company will explain the reasons and material implications in the notice of general meeting.

Provision 11.3

The Company requires all Directors (including the respective chairman of the Board Committees) to be present at all general meetings of shareholders, unless of exigencies. The EA is also required to be present to address shareholders' queries about the conduct of audit and the preparation and content of the independent auditor's report. Along with the Directors, the CFO will also be present and available to address shareholders' queries.

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Provision 11.4

The Constitution allows for absentia voting subject to Directors' approval and implementation. However, due to security issues including but not limited to the authentication of shareholder identity information, the Directors have not approved the implementation of absentia voting.

Provision 11.5

All minutes of general meetings, including substantial and relevant comments or queries from shareholders relating to the agenda of the meeting, and responses from the Board and Management will be made available to shareholders upon their request.

Minutes for the upcoming AGM to be convened on 30 January 2026 will be published within one (1) month after the conclusion of the general meeting on the SGXNET.

Provision 11.6

The Company does not have a fixed dividend policy. Nonetheless, key management personnel will review, *inter alia*, the Group's performance in the relevant financial period/year, projected capital needs and working capital requirements and make appropriate recommendations to the Board on dividend declaration. No dividend has been declared or recommended for FY2025 as the Company has recorded a loss for the financial year and it has deemed it necessary to retain the cash in the Group for its future growth.

Engagement with Shareholders

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

Provisions 12.1, 12.2 and 12.3

Communication with shareholders is managed by the Board. All announcements are released via SGXNET, including the half-year and full-year financial results, distribution of notices, press releases, analyst briefings, presentations, and announcement on acquisitions, corporate development and other material developments. The Company does not practice selective disclosure and price sensitive information is publicly released on an immediate basis where required under the Catalist Rules. In addition, all shareholders will receive the Company's annual reports together with the notices of AGM, which are also accessible through SGXNET. The Company's Executive Directors and CFO are responsible for the Company's communication with shareholders.

Apart from the SGXNET announcements and its annual report, the Company will also conduct media interviews as and when appropriate to give shareholders and the public deeper insights of the Group's business and strategies when opportunities present themselves. Further, the Company may, if it considers necessary and appropriate, release press releases or organise media/ analyst briefings to keep shareholders informed of its corporate development through its corporate website at <https://oneapex.wixsite.com/home>. For enquiries and all other matters, shareholders and all other parties can contact the Company at the contact details set out on the Company's corporate website. Accordingly, the Board is of the view that the current communication channels are sufficient and cost-effective.

The Company has deviated from Provisions 12.2 and 12.3 of the Code in that it does not have an investor relations policy but considers advice from its lawyers and professionals on appropriate disclosure requirements before announcing material information to shareholders. Based on the foregoing, and the above communication channels established by the Company, the Company is of the view that it is still consistent with the intent of Provisions 12.2 and 12.3 of the Code.

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V. MANAGING STAKEHOLDERS RELATIONSHIPS

Engagement with Stakeholders

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

Provisions 13.1, 13.2 and 13.3

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's strategy and key areas of focus in relation to the management of stakeholder relationships (including but not limited to identifying and engaging with its material stakeholder groups) during the reporting period can be found in the Sustainability Report, which can be found on pages 11 to 42 of this Annual Report.

The Company maintains a corporate website at <https://oneapex.wixsite.com/home> to communicate and engage with stakeholders.

The Independent Non-Executive Chairman has access to both the corporate website and the email listed on the corporate website.

VI. INTERESTED PERSONS TRANSACTION

The Company had obtained a general mandate from its shareholders on 27 January 2025 for certain recurring interested person transactions pursuant to Rule 920 of the Catalist Rules as described in the Company's circular to shareholders dated 10 January 2025.

There were no interested person transactions above S\$100,000 entered in FY2025 and accordingly, the disclosure under Rule 907 is not applicable here.

VII. MATERIAL CONTRACTS

Saved as disclosed in the section entitled "Interested Person Transactions," the Directors' Statement and Financial Statements of the Group, there were no material contracts entered into by the Group involving the interest of the CEO, any Director, or controlling shareholder, which are either still subsisting at the end of FY2025 or if not then subsisting, entered into since the end of the previous financial year.

CORPORATE GOVERNANCE REPORT

VIII. DEALING IN SECURITIES

In line with Rule 1204(19) of the Catalist Rules, the Company has adopted an internal compliance code to guide and advise Directors and employees on securities transaction while in possession of price or trade sensitive information.

The Company, Directors and employees shall not deal in the Company's shares on short-term considerations or if they are in possession of price sensitive information and during the period commencing one (1) month prior to each announcement of half-year and full-year financial results by the Company and ending on the date of the announcement of the results. Directors and senior management are also expected to observe insider-trading laws at all times even when dealing in securities within permitted trading periods.

IX. NON-SPONSOR FEES

For FY2025, the Company did not pay any non-sponsor fees to its sponsor, Novus Corporate Finance Pte. Ltd..

X. USE OF PROCEEDS

There are no outstanding proceeds raised from the Company's initial public offering or any offerings pursuant to Chapter 8 of the Catalist Rules.

CORPORATE GOVERNANCE REPORT

Information on Directors nominated for re-election – Appendix 7F of the Catalist Rules

Name of Director	Mr. See Chiau Hwa
Date of Initial Appointment	30 January 2024
Date of last re-appointment (if applicable)	27 January 2025
Age	44
Country of principal residence	Singapore
The Board's comments on this Appointment (including rationale, selection criteria, and the search and nomination process)	The re-election of Mr. See Chiau Hwa (" Mr. See ") as the Independent and Non-Executive Director was recommended by the NC and the Board has accepted the recommendation, after taking into consideration of Mr. See's qualifications, expertise, past experiences and overall contribution since he was appointed as a Director of the Company.
Whether appointment is executive, and if so, the area of responsibility	No
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Independent Non-Executive Director, Chairman of the Nominating and Remuneration Committee, Member of the Audit Committee and Risk Committee
Professional qualifications	<ul style="list-style-type: none"> (a) Diploma in Telecommunications, Temasek Polytechnic (b) Bachelor of Engineering (Honours) (Electrical & Electronic Engineering), Nanyang Technological University (c) Master of Science in Wealth Management, Singapore Management University (d) Investing in Alternative Investments Program (New Haven, Connecticut), Yale School of Management (e) Certified Fraud Examiner (CFE), Association of Certified Fraud Examiners (f) Certified Anti-Money Laundering Specialist (CAMS), Association of Certified Anti-Money Laundering Specialists
Working experience and occupation(s) during the past 10 years	<p>2023 – Present: Standard Chartered Bank – Director, Financial Crime Compliance</p> <p>2006 to 2023: Singapore Police Force – Assistant Superintendent of Police (2012 to 2023) – Operations Officer Planning (2006 to 2012)</p>
Shareholding interest in the listed issuer and its subsidiaries	No
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/ or substantial shareholder of the listed issuer or of any of its principal subsidiaries	No
Conflict of interest (including any competing business)	No
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) has been submitted to the listed issuer	Yes

CORPORATE GOVERNANCE REPORT

Name of Director	Mr. See Chiau Hwa
Other Principal Commitments* Including Directorships# *"Principal Commitments" has the same meaning as defined in the Code - "principal commitments" includes all commitments which involve significant time commitment such as full-time occupation, consultancy work, committee work, non-listed company board representations and directorships and involvement in non-profit organisations. #These fields are not applicable for announcements of appointments pursuant to Listing Rule 704(8)	
Past (for the last 5 years)	Nil
Present	Nil
Disclose the following matters concerning an appointment of director, chief executive officer, chief financial officer, chief operating officer, general manager or other officer of equivalent rank. If the answer to any question is "yes", full details must be given.	
(a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No
(b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No
(c) Whether there is any unsatisfied judgment against him?	No

CORPORATE GOVERNANCE REPORT

Name of Director	Mr. See Chiau Hwa
(d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No
(e) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No
(f) Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No
(g) Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No
(h) Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No

CORPORATE GOVERNANCE REPORT

Name of Director	Mr. See Chiau Hwa
(i) Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No
(j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:- (i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or (ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or (iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or (iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?	No
(k) Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No

CORPORATE GOVERNANCE REPORT

Disclosure applicable to the appointment of Director only	
Name of Director	Mr. See Chiau Hwa
Any prior experience as a director of an issuer listed on the Exchange? (Yes/No)	This relates to re-appointment of Director.
If yes, please provide details of prior experience.	Not Applicable
If no, please state if the director has attended or will be attending training on the roles and responsibilities of a director of a listed issuer as prescribed by the Exchange.	Not Applicable
Please provide details of relevant experience and the nominating committee's reasons for not requiring the director to undergo training as prescribed by the Exchange (if applicable).	Not Applicable

DIRECTORS' STATEMENT

The directors are pleased to present their statement to the members together with the audited consolidated financial statements of OneApex Limited (the "Company") and its subsidiaries (collectively, the "Group") and the balance sheet and statement of changes in equity of the Company for the financial year ended 30 September 2025.

Opinion of the directors

In the opinion of the directors,

- (i) the consolidated financial statements of the Group and the balance sheet and statement of changes in equity of the Company are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 30 September 2025 and the financial performance, changes in equity and cash flows of the Group and changes in equity of the Company for the year ended on that date; and
- (ii) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

Directors

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

Tan Pei Hong, Alex (Chen Peifeng)
Low Chin Parn Eric
Tan Shu Hui, Eileen
See Chiau Hwa

Arrangements to enable directors to acquire shares and debentures

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

Directors' interests in shares and debentures

The following director, who held office at the end of the financial year, had, according to the register of directors' shareholdings required to be kept under Section 164 of the Singapore Companies Act 1967, an interest in shares of the Company as stated below:

	Shareholdings in which director is deemed to have an interest	
	At beginning of year	At end of year
OneApex Limited <i>(Ordinary shares)</i>		
Tan Pei Hong, Alex (Chen Peifeng)	62,466,590	62,466,590

Directors' interests in shares and debentures (cont'd)

There was no change in any of the above-mentioned interests in the Company between the end of the financial year and 21 October 2025.

By virtue of Section 7 of the Companies Act, Mr Tan Pei Hong, Alex is deemed to have an interest in the shares held by the Company in all its subsidiary corporations.

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

Share options

There were no options granted during the financial year to subscribe for unissued shares of the Company.

No share was issued during the financial year by virtue of the exercise of options to take up unissued shares of the Company.

There were no unissued shares of the Company under option as at the end of the financial year.

Audit committee

The Audit Committee of the Company, consisting of all non-executive directors, was chaired by Mr Low Chin Parn Eric, an independent director, and included Mr See Chiau Hwa, an independent director and Ms Tan Shu Hui, Eileen, a non-independent non-executive director. This Audit Committee had met two times since the last Annual General Meeting ("AGM") and had reviewed the following, where relevant, with the executive directors and external and internal auditors of the Company:

- (a) the audit plan and results of the internal auditor's examination and evaluation of the Group's systems of internal accounting controls;
- (b) the Group's financial and operating results and accounting policies;
- (c) the audit plan of the external auditor;
- (d) financial statements of the Company and the consolidated financial statements of the Group before their submission to the directors of the Company and external auditor's report on those financial statements;
- (e) the half-yearly and annual announcements as well as the related press releases on the results and financial position of the Company and the Group; and
- (f) the co-operation and assistance given by the management to the Group's external auditor.

The Audit Committee has full access to and has the co-operation of the management and has been given the resources required for it to discharge its function properly. It also has full discretion to invite any director and executive officer to attend its meetings. The external and internal auditors have unrestricted access to the Audit Committee.

The Audit Committee has reviewed the financial statements of the Company and consolidated financial statements of the Group before their submission to the directors of the Company and external auditors' report on those financial statements.

DIRECTORS' STATEMENT

Auditor

Ernst & Young LLP have expressed their willingness to accept re-appointment as auditor.

On behalf of the board of directors:

Tan Shu Hui Eileen
Director

Tan Pei Hong, Alex (Chen Peifeng)
Director

Singapore
5 January 2026

INDEPENDENT AUDITOR'S REPORT

To the members of OneApex Limited
For the financial year ended 30 September 2025

Report on the audit of the financial statements

Opinion

We have audited the financial statements of OneApex Limited (the "Company") and its subsidiaries (collectively, the "Group"), which comprise the balance sheets of the Group and Company as at 30 September 2025, the statements of changes in equity of the Group and Company and the consolidated statement of comprehensive income, consolidated statement of cash flows of the Group for the financial year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements of the Group, the balance sheet and the 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)s) so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 30 September 2025 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and changes in equity of the Company for the financial year ended on that date.

Basis for opinion

We conducted our audit in accordance with Singapore Standards on Auditing (SSAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

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

We have fulfilled our responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

INDEPENDENT AUDITOR'S REPORT

To the members of OneApex Limited
For the financial year ended 30 September 2025

Key audit matters (cont'd)

Net realisable value assessment of completed property

On 21 February 2025, the Group obtained Certificate of Statutory Completion (CSC) for its completed property, and as at 30 September 2025, the carrying value of the Group's completed property amounted to \$2,518,984, representing approximately 27% of the Group's total assets. The Group's completed property is measured at the lower of cost and net realisable value ("NRV"). NRV is derived from the estimated selling price in the ordinary course of business, less estimated costs necessary to make the sale.

The carrying value of the Group's completed property is significant to the audit due to the magnitude of the amount and the determination of its estimated net realisable value involves significant judgment by management and is dependent upon the Group's estimation of future selling price of the unsold unit, less estimated costs necessary to make the sale. Hence, we consider this to be a key audit matter.

As part of our audit procedures, we evaluated management's assessment of the estimated selling price of the unsold unit by verifying to the selling price per square feet of those sold units and compared against recent transacted prices of comparable units in the nearby vicinity. We have applied commonly observed Singapore real estate agents' commission rate in our analysis of the cost required to make the sale of the unsold unit. In addition, we performed sensitivity analysis on the NRV of the Group's completed property taking into consideration the market and economic conditions prevailing at the reporting date.

We also reviewed the adequacy of the disclosures on the completed property in Note 2.8 *Completed property*, Note 3 *Estimation of net realisable value of Completed property* and Note 9 *Completed property* to the financial statements.

Other information

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

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT

To the members of OneApex Limited
For the financial year ended 30 September 2025

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.

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:

- 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.
- 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.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

INDEPENDENT AUDITOR'S REPORT

To the members of OneApex Limited
For the financial year ended 30 September 2025

Auditor's responsibilities for the audit of the financial statements (cont'd)

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal 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, related safeguards.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless 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 subsidiary corporations incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

The engagement partner on the audit resulting in this independent auditor's report is Koh Jia Linn.

Ernst & Young LLP
Public Accountants and
Chartered Accountants
Singapore
5 January 2026

BALANCE SHEETS

As at 30 September 2025

Note	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
ASSETS				
Non-current assets				
Property, plant and equipment	10	207,727	97,389	17,653
Investment in subsidiaries	12	–	–	1,569,625
Total non-current assets		207,727	97,389	1,587,278
Current assets				
Cash and cash equivalents	5	6,438,487	14,314,443	6,341,515
Trade receivables	6	15,209	242,266	136,510
Other receivables	7	44,274	190,604	31,936
Contract assets	8	–	7,622,688	–
Completed property	9	2,518,984	2,518,984	–
Total current assets		9,016,954	24,888,985	6,509,961
Total assets		9,224,681	24,986,374	8,097,239
LIABILITIES AND EQUITY				
Current liabilities				
Other liabilities	13	267,508	1,814,554	629,856
Lease liabilities	14	2,657	17,875	2,657
Income tax payable		–	2,465,908	–
Total current liabilities		270,165	4,298,337	632,513
Net current assets		8,746,789	20,590,648	5,877,448
Non-current liabilities				
Lease liabilities	14	11,052	2,771	11,052
Total non-current liabilities		11,052	2,771	11,052
Total liabilities		281,217	4,301,108	643,565
Net assets		8,943,464	20,685,266	7,453,674
Capital, reserves and non-controlling interests				
Share capital	15	13,292,106	13,292,106	13,292,106
(Accumulated losses)/ retained earnings		(5,749,430)	3,572,685	(5,838,432)
Equity attributable to owners of the Company		7,542,676	16,864,791	7,453,674
Non-controlling interests		1,400,788	3,820,475	–
Total equity		8,943,464	20,685,266	7,453,674
Total liabilities and equity		9,224,681	24,986,374	17,542,431

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 30 September 2025

	Note	Group	
		2025	2024 ⁽¹⁾
		\$	\$
			Re-presented
Continuing operations			
Revenue	17	49,947	76,281,798
Other income	18	241,824	1,519,194
Cost of properties sold		–	(58,770,164)
Employee benefits expense	22	(991,109)	(1,607,264)
Depreciation expense	10	(53,760)	(101,200)
Other operating expenses	19	(575,128)	(485,049)
Share of associate results		–	791,487
Finance costs	20	(211)	(23,536)
(Loss)/profit before tax from continuing operations		(1,328,437)	17,605,266
Income tax expense	21	(11,065)	(2,458,823)
(Loss)/profit for the year from continuing operations, net of tax		(1,339,502)	15,146,443
Discontinued operations			
Loss from discontinued operations, net of tax		(60,216)	(43,996)
Gain on sale of discontinued operations		35,465	–
(Loss)/profit for the year, net of tax		(1,364,253)	15,102,447
Other comprehensive income for the year, net of tax		–	–
Total comprehensive (loss)/income for the year, net of tax		(1,364,253)	15,102,447
(Loss)/profit attributable to:			
<i>Owners of the Company</i>			
(Loss)/profit from continuing operations, net of tax		(1,299,560)	7,835,802
Profit/(loss) from discontinued operations, net of tax		4,755	(22,438)
(Loss)/profit for the year attributable to owners of the Company		(1,294,805)	7,813,364
<i>Non-controlling Interests</i>			
(Loss)/profit from continuing operations, net of tax		(39,942)	7,310,641
Loss from discontinued operations, net of tax		(29,506)	(21,558)
(Loss)/profit for the year attributable to non-controlling interests		(69,448)	7,289,083

⁽¹⁾ The comparative figures have been re-presented to report separately profit and loss items for continuing or discontinued operation.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 30 September 2025

		Group	
	Note	2025	2024 ⁽¹⁾
		\$	\$
		Re-presented	
Total comprehensive (loss)/income attributable to:			
<i>Owners of the Company</i>			
Total comprehensive (loss)/income from continuing operations, net of tax		(1,299,560)	7,835,802
Total comprehensive income/(loss) from discontinued operation, net of tax		4,755	(22,438)
Total comprehensive (loss)/income for the year attributable to owners of the Company		<u>(1,294,805)</u>	<u>7,813,364</u>
<i>Non-controlling Interests</i>			
Total comprehensive (loss)/income from continuing operations, net of tax		(39,942)	7,310,641
Total comprehensive loss from discontinued operation, net of tax		(29,506)	(21,558)
Total comprehensive (loss)/income for the year attributable to non-controlling interests		<u>(69,448)</u>	<u>7,289,083</u>
Basic and diluted (loss)/earnings per share from continuing operations (cents)	23	<u>(1.54)</u>	<u>9.27</u>
Basic and diluted (loss)/earnings per share from continuing and discontinued operation (cents)	23	<u>(1.53)</u>	<u>9.25</u>

⁽¹⁾ The comparative figures have been re-presented to report separate profit and loss items for continuing or discontinued operation.

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

For the financial year ended 30 September 2025

	Share capital (Note 15)	Retained earnings/ (accumulated losses)	Attributable to owners of the Company	Non- controlling interests	Total equity
	\$	\$	\$	\$	\$
Group					
Balance at 1 October 2024	13,292,106	3,572,685	16,864,791	3,820,475	20,685,266
<i>Total comprehensive loss for the year:</i>					
Loss for the year	–	(1,294,805)	(1,294,805)	(69,448)	(1,364,253)
Dividends paid (Note 28)	–	(8,027,310)	(8,027,310)	–	(8,027,310)
Disposal of subsidiaries (Note 25)	–	–	–	(350,239)	(350,239)
Capital reduction by subsidiary	–	–	–	(2,000,000)	(2,000,000)
Balance at 30 September 2025	13,292,106	(5,749,430)	7,542,676	1,400,788	8,943,464
Balance at 1 October 2023	13,292,106	(4,240,679)	9,051,427	3,281,392	12,332,819
<i>Total comprehensive income for the year:</i>					
Profit for the year	–	7,813,364	7,813,364	7,289,083	15,102,447
Dividend paid to non-controlling interests (Note 16)	–	–	–	(6,750,000)	(6,750,000)
Balance at 30 September 2024	13,292,106	3,572,685	16,864,791	3,820,475	20,685,266

Share capital (Note 15)	Retained earnings/ (accumulated losses)	Total equity
\$	\$	\$

Company

2025

Balance at 1 October 2024	13,292,106	3,907,187	17,199,293
Loss for the year, representing total comprehensive loss for the year	–	(1,718,309)	(1,718,309)
Dividends paid (Note 28)	–	(8,027,310)	(8,027,310)
Balance at 30 September 2025	13,292,106	(5,838,432)	7,453,674

2024

Balance at 1 October 2023	13,292,106	(4,369,447)	8,922,659
Profit for the year, representing total comprehensive income for the year	–	8,276,634	8,276,634
Balance at 30 September 2024	13,292,106	3,907,187	17,199,293

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 30 September 2025

	Note	Group	
		2025	2024 ⁽¹⁾
		\$	\$
			Re-presented
Operating activities			
(Loss)/profit before income tax from continuing operations		(1,328,437)	17,605,266
Loss before income tax from discontinued operations		(24,751)	(44,819)
		(1,353,188)	17,560,447
<u>Adjustments for:</u>			
Interest expense	20	211	23,536
Interest income	18	(146,640)	(107,204)
Depreciation of property, plant and equipment	22	53,760	101,200
Write-off of property, plant and equipment		66,657	–
Gain on disposal of associated company	18	–	(1,404,851)
Gain on disposal of subsidiary companies	18	(35,465)	–
Share of profit from associated company	11	–	(791,487)
Operating cash flows before changes in working capital		(1,414,665)	15,381,641
Completed property		–	51,066,988
Trade receivables		167,750	(20,293)
Other receivables		(1,449,735)	28,013
Contract assets		7,622,688	(7,622,688)
Capitalised contract cost		–	2,217,246
Contract liabilities		–	(30,490,754)
Other liabilities		108,156	(4,945,661)
Cash flows from operations		5,034,194	25,614,492
Interest paid		(211)	(23,536)
Income tax paid		(2,468,783)	(2,498)
Net cash flows generated from operating activities		2,565,200	25,588,458
Investing activities			
Purchase of property, plant and equipment	10	(219,434)	(8,024)
Proceeds from disposal of an associated company		–	5,200,000
Net cash outflows from disposal of subsidiary companies	25	(312,544)	–
Capital reduction in subsidiary company		(2,000,000)	–
Interest received		136,390	48,408
Net cash flows (used in)/generated from investing activities		(2,395,588)	5,240,384
Financing activities			
Net repayment of bank loans		–	(16,497,850)
Repayment of principal portion of lease liabilities	14	(18,258)	(61,318)
Dividends paid to non-controlling interests	16	–	(6,750,000)
Dividends paid to owners of the Company	28	(8,027,310)	–
Net cash flows used in financing activities		(8,045,568)	(23,309,168)
Net (decrease)/increase in cash and cash equivalents		(7,875,956)	7,519,674
Cash and cash equivalents at beginning of the year		14,314,443	6,794,769
Cash and cash equivalents at end of the year	5	6,438,487	14,314,443

⁽¹⁾ The comparative figures have been re-presented to report separately profit and loss items for continuing or discontinued operation.

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

1. Corporate information

The Company is incorporated in the Republic of Singapore with its principal place of business at 38 Jalan Pemimpin #02-05 Singapore 577178 and registered office at 9 Raffles Place #08-03, Republic Plaza Singapore 048619. The Company is listed on the Catalist of the Singapore Exchange Securities Trading Limited.

The Company's holding company and ultimate holding company is Goldhill Trust Pte. Ltd. Goldhill Trust Pte. Ltd. is incorporated in the Republic of Singapore.

The principal activity of the Company is that of investment holding.

The principal activities of the subsidiaries are disclosed in Note 12 to the financial statements.

2. Material accounting policy information

2.1 Basis of preparation

The consolidated financial statements of the Group and the balance sheet and statement of changes in equity of the Company have been prepared in accordance with Singapore Financial Reporting Standards (International) (SFRS(I)).

The financial statements have been prepared on a historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Singapore dollars ("SGD" or "\$")

2.2 Adoption of new and amended standards and interpretations

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Group has adopted all the new and revised standards which are effective for annual financial periods beginning on or after 1 October 2024. The adoption of these standards did not have any effect on the financial performance or position of the Group and Company.

2.3 Standards issued but not yet effective

The Group has not adopted the following standards applicable to the Group that have been issued but not yet effective:

<i>Description</i>	<i>Effective for annual periods beginning on or after</i>
Amendments to SFRS (I) 9 and SFRS (I) 7 <i>Amendments to the Classification and Measurement of Financial Instruments</i>	1 January 2026
Annual Improvements to SFRS (I)s – Volume 11	1 January 2026
SFRS (I) 18 <i>Presentation and Disclosure in Financial Statements</i>	1 January 2027
SFRS (I) 19 <i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027
Amendments to SFRS(I) 10 <i>Consolidated Financial Statements</i> and SFRS(I) 1-28 <i>Investments in Associates and Joint Ventures: Sale or Contribution of Assets between Investor and its Associate or Joint Venture</i>	Date to be determined

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

2. Material accounting policy information (cont'd)

2.3 Standards issued but not yet effective (cont'd)

The directors expect that the adoption of the standards above, except for SFRS(I) 18 Presentation and Disclosure in Financial Statements will have no material impact on the financial statements in the year of initial application.

SFRS(I) 18 Presentation and Disclosure in Financial Statements

SFRS(I) 18 will replace SFRS(I) 1-1 Presentation of Financial Statements and applies for annual reporting periods beginning on or after 1 January 2027. SFRS(I) 18 will apply retrospectively.

SFRS(I) 18 introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations, whereof the first three are new.

It also requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements and the notes.

In addition, entities are required to change the starting point for determining cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and removing the optionality around classification of cash flows from dividends and interest. On top of that, there are consequential amendments to several other standards.

The Group is currently working to identify all impacts the amendments will have on the primary financial statements and notes to the financial statements.

2.4 Basis of consolidation and business combinations

(a) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the end of the reporting period. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied to like transactions and events in similar circumstances.

All intra-group balances, income and expenses and unrealised gains and losses resulting from intra-group transactions and dividends are eliminated in full.

Subsidiaries are consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Losses within a subsidiary are attributed to the non-controlling interest even if that results in a deficit balance.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

2. Material accounting policy information (cont'd)

2.4 Basis of consolidation and business combinations (cont'd)

(a) Basis of consolidation (cont'd)

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it:

- de-recognises the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts at the date when control is lost;
- de-recognises the carrying amount of any non-controlling interest;
- de-recognises the cumulative translation differences recorded in equity;
- recognises the fair value of the consideration received;
- recognises the fair value of any investment retained;
- recognises any surplus or deficit in profit or loss; and
- re-classifies the Group's share of components previously recognised in other comprehensive income to profit or loss or retained earnings, as appropriate.

(b) Business combinations and goodwill

Business combinations are accounted for by applying the acquisition method. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Acquisition-related costs are recognised as expenses in the periods in which the costs are incurred and the services are received.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset or liability, will be recognised in profit or loss.

Non-controlling interest in the acquiree, that are present ownership interests and entitle their holders to a proportionate share of net assets of the acquiree are recognised on the acquisition date at either fair value, or the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

Any excess of the sum of the fair value of the consideration transferred in the business combination, the amount of non-controlling interest in the acquiree (if any), and the fair value of the Group's previously held equity interest in the acquiree (if any), over the net fair value of the acquiree's identifiable assets and liabilities is recorded as goodwill. In instances where the latter amount exceeds the former, the excess is recognised as gain on bargain purchase in profit or loss on the acquisition date.

Goodwill is initially measured at cost. Following initial recognition, goodwill is measured at cost less any accumulated impairment losses.

For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to the Group's cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

2. Material accounting policy information (cont'd)

2.5 Transactions with non-controlling interests

The cash-generating units to which goodwill has been allocated are tested for impairment annually and whenever there is an indication that the cash-generating unit may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of each cash-generating unit (or group of cash-generating units) to which the goodwill relates.

Non-controlling interests represents the equity in subsidiaries not attributable, directly or indirectly, to owners of the Company.

Changes in the Company's ownership interests in a subsidiary that do not result in a loss of control are accounted for as equity transactions. In such circumstances, the carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interests is adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

2.6 Foreign currency

The financial statements are presented in Singapore dollars, which is also the Company's functional currency. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

Transactions and balances

Transactions in foreign currencies are measured in the respective functional currency of the Company and its subsidiaries and are recorded on initial recognition in the functional currency at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the end of the reporting year. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the end of the reporting year are recognised in the profit or loss.

2.7 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is computed on a straight-line basis over the estimated useful lives of the assets as follows:

Plant, machinery and equipment	3 to 10 years
Office equipment	3 to 5 years

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

2. Material accounting policy information (cont'd)

2.7 *Property, plant and equipment (cont'd)*

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual value, useful life and depreciation method are reviewed at each financial year-end, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is de-recognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on de-recognition of the asset is included in profit or loss in the year the asset is de-recognised.

2.8 *Completed property*

Completed property are held as inventory and are measured at the lower of cost and net realisable value.

Net realisable value of completed property is the estimated selling price in the ordinary course of the business, based on market prices at the end of the reporting date and discounted for the time value of money if material, less the estimated costs necessary to make the sale.

Non-refundable commissions paid to sales or marketing agents on the sale of real estate units are capitalised and amortised consistently with the pattern of revenue recognised for the related contract to profit or loss. Show flats expenses are expensed when incurred.

The costs of completed property recognised in profit or loss on disposal/sale are determined with reference to the specific costs incurred on the property sold and an allocation of any non-specific costs based on the relative size of the property sold.

2.9 *Impairment of non-financial assets*

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs to sell and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Impairment losses of continuing operations are recognised in profit or loss.

A previously recognised impairment loss 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. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

2. Material accounting policy information (cont'd)

2.10 Subsidiaries

A subsidiary is an investee that is controlled by the Group. The Group controls an investee when it 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.

In the Company's separate financial statements, investment in subsidiaries are accounted for at cost less impairment losses.

2.11 Associate

An associate is an entity over which the Group has the power to participate in the financial and operating policy decisions of the investee but does not have control or joint control of those policies.

The Group accounts for its investments in associate using the equity method from the date on which it becomes an associate.

On acquisition of the investment, any excess of the cost of the investment over the Group's share of the net fair value of the investee's identifiable assets and liabilities is accounted as goodwill and is included in the carrying amount of the investment. Any excess of the Group's share of the net fair value of the investee's identifiable assets and liabilities over the cost of the investment is included as income in the determination of the entity's share of the associate's profit or loss in the period in which the investment is acquired.

Under the equity method, the investment in associate is carried in the balance sheet at cost plus post-acquisition changes in the Group's share of net assets of the associate. The profit or loss reflects the share of results of the operations of the associate. Distributions received from associate reduce the carrying amount of the investment. Where there has been a change recognised in other comprehensive income by the associate, the Group recognises its share of such changes in other comprehensive income. Unrealised gains and losses resulting from transactions between the Group and associate are eliminated to the extent of the interest in the associate.

When the Group's share of loss in an associate equal or exceed its interest in the associate, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

After application of the equity method, the Group determines whether it is necessary to recognise an additional impairment loss on the Group's investment in associate. The Group determines at the end of each reporting period whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the amount in profit or loss.

For financial statements of the associate which are prepared as of the same reporting date of the Company, the most recent available audited financial statements of the associate are used by the Group in applying the equity method. Where the date of the audited financial statements used is not co-terminus with that of the Group, the share of results is arrived at from the last audited financial statements available and unaudited management financial statements to the end of the financial year. Where necessary, adjustments are made to bring the accounting policy in line with those of the Group.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

2. Material accounting policy information (cont'd)

2.12 Financial instruments

(a) Financial assets

Initial recognition and measurement

Financial assets are recognised when, and only when the entity becomes party to the contractual provisions of the instruments.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

Trade receivables are measured at the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

Subsequent measurement

Investments in debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the contractual cash flow characteristics of the asset. The measurement category for classification of debt instruments is:

Amortised cost

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the assets are de-recognised or impaired, and through amortisation process.

De-recognition

A financial asset is de-recognised where the contractual right to receive cash flows from the asset has expired. On de-recognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income is recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

2. Material accounting policy information (cont'd)

2.12 Financial instruments (cont'd)

(b) Financial liabilities

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs.

Subsequent measurement

After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are de-recognised, and through the amortisation process.

De-recognition

A financial liability is de-recognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in profit or loss.

2.13 Impairment of financial assets

The Group recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss and financial guarantee contracts. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and their economic environment.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

2. Material accounting policy information (cont'd)

2.13 Impairment of financial assets (cont'd)

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2.14 Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, and fixed deposits, which are subject to an insignificant risk of changes in values.

2.15 Provisions

Provisions are recognised when the Group has 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 the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting year and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

Onerous contracts

If the Group has a contract that is onerous, the present obligation under the contract is recognised and measured as a provision. However, before a separate provision for an onerous contract is established, the Group recognises any impairment loss that has occurred on assets dedicated to that contract.

An onerous contract is a contract under which the unavoidable costs (i.e., the costs that the Group cannot avoid because it has the contract) of meeting the obligations under the contract exceed the economic benefits expected to be received under it. The unavoidable costs under a contract reflect the least net cost of exiting from the contract, which is the lower of the cost of fulfilling it and any compensation or penalties arising from failure to fulfil it. The cost of fulfilling a contract comprises the costs that relate directly to the contract (i.e., both incremental costs and an allocation of costs directly related to contract activities).

2.16 Government grants

Government grants are recognised when there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an asset, the fair value is recognised as deferred capital grant on the statement of financial position and is amortised to profit or loss over the expected useful life of the relevant asset by equal annual instalments. Where the grant relates to income, it is recognised in profit or loss on a systematic basis over the periods in which the entity recognises as expenses the related costs for which the grants are intended to compensate.

Where loans or similar assistance are provided by governments or related institutions with an interest rate below the current applicable market rate, the effect of this favourable interest is regarded as additional government grant.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

2. Material accounting policy information (cont'd)

2.17 Borrowing costs

Borrowing costs are capitalised as part of the cost of a qualifying asset if they are directly attributable to the acquisition, construction or production of that asset. Capitalisation of borrowing costs commences when the activities to prepare the asset for its intended use or sale are in progress and the expenditures and borrowing costs are incurred. Borrowing costs are capitalised until the assets are substantially completed for their intended use or sale. All other borrowing costs are expensed in the period they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

2.18 Employee benefits

(a) *Defined contribution plans*

The Group participates in the national pension schemes as defined by the laws of the countries in which it has operations. In particular, the Singapore companies in the Group make contributions to the Central Provident Fund scheme in Singapore, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

(b) *Employee leave entitlement*

Employee entitlements to annual leave are recognised as a liability when they accrue to employees. The estimated liability for leave is recognised for services rendered by employees up to the reporting date.

2.19 Leases

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

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term lease and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

(a) *Right-of-use assets*

The Group recognises right-of-use assets at the 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.

The Group's right-of-use assets are included in Property, plant and equipment (Note 10) as leasehold building. Right-of-use assets are depreciated on a straight-line basis over the estimated useful lives as follows:

Leasehold building (right-of-use asset)	Lease term period
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The right-of-use assets are also subject to impairment. Refer to the accounting policies in Note 2.9.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

2. Material accounting policy information (cont'd)

2.19 Leases (cont'd)

Group as a lessee (cont'd)

(b) *Lease liabilities*

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (eg. Changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying assets.

(c) *Short-term leases and leases of low-value assets*

The Group applies the short-term leases recognition exemption to its short-term leases (ie those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

2.20 Revenue

Revenue is measured based on the consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amount collected on behalf of third parties.

Revenue is recognised when the Group satisfies a performance obligation by transferring a promise good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount to be allocated to the satisfied performance obligation.

If the contract with customer contains more than one performance obligation, the amount of consideration is allocated to each performance obligation based on the relative stand-alone selling prices of the services promised in the contract.

Revenue is recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur when the uncertainty associated with the variable consideration is subsequently resolved.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

2. Material accounting policy information (cont'd)

2.20 Revenue (cont'd)

(a) Rendering of financial services

The Group's financial services primarily relates to customer referral services. Revenue is measured based on the consideration specified in a finder fees or brokerage fees contract with a financial institution and excludes amounts collected on behalf of third parties (if any). Revenue from contracts with the financial institutions is recognised upon the completion of each distinct performance obligation in the contract with the financial institutions.

(b) Interest income

Interest income is recognised using the effective interest method.

(c) Property management income

Property management income relates to the provision of consultation services on hotel operation. Revenue is measured based on the contracted fixed percentage of Adjusted Gross Revenue of the hotel.

(d) Sale of completed property

The Group develops and sells industrial properties before completion of construction of the properties. Revenue is recognised when control over the property has been transferred to the customer, at a point in time.

Capitalised contract costs are subsequently amortised on a systematic basis as the Group recognises the related revenue. An impairment loss is recognised in profit or loss to the extent that the carrying amount of the capitalised contract costs exceeds the remaining amount of consideration that the Group expects to receive in exchange for the goods or services to which the contract costs relate less the costs that relate directly to providing the goods and that have not been recognised as expenses.

Progress billings to the customers are based on a payment schedule in the contract and typically triggered upon achievement of specified construction milestone via certification by external specialists. A contract asset is recognised when the Group has performed its obligations under the contract but has not yet billed the customer. Conversely, a contract liability is recognised when the Group has not yet performed under the contract but has received advanced payments from the customer. Contract assets are transferred to receivables when the rights to consideration become unconditional. Contract liabilities are recognised as revenue as the Group performs under the contract.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

2. Material accounting policy information (cont'd)

2.21 Taxes

(a) *Current income tax*

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the end of the reporting year, in the country where the Group operates and generates taxable income.

Current income taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

(b) *Deferred tax*

Deferred tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all temporary differences, except:

- Where the deferred income tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- In respect of taxable temporary differences associated with investments in subsidiaries and associates where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- Where the deferred income tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- In respect of deductible temporary differences associated with investments in subsidiaries, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

2. Material accounting policy information (cont'd)

2.21 Taxes (cont'd)

(b) *Deferred tax (cont'd)*

The carrying amount of deferred tax assets is reviewed at the end of each reporting year and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at the end of each reporting year and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the end of each reporting period.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

(c) *Sales tax*

Revenues, expenses and assets are recognised net of the amount of sales tax except:

- Where the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the sales tax is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- Receivables and payables that are stated with the amount of sales tax included.

2.22 Contingencies

A contingent liability is:

- (a) a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group; or
- (b) a present obligation that arises from past events but is not recognised because:
 - (i) It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - (ii) The amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group.

Contingent liabilities and assets are not recognised on the balance sheet of the Group, except for contingent liabilities assumed in a business combination that are present obligations and which the fair values can be reliably determined.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

3. Significant accounting judgments and estimates

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

Key sources of estimation uncertainty

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

Estimation of net realisable value of completed property

Completed property is stated at the lower of cost and net realisable value. Net realisable value of completed property is the estimated selling price in the ordinary course of the business, based on market prices at the end of the reporting period and discounted for the time value of money if material, less the estimated costs necessary to make the sale.

The carrying amount of completed property as at 30 September 2025 is \$2,518,984 (2024: \$2,518,984) and is disclosed in Note 9 to the financial statements.

4. Related party transactions

Some of the Group's transactions and arrangements are with related parties and the effect of these on the basis determined between the parties is reflected in these financial statements. The balances are unsecured, interest-free and repayable on demand.

During the year, the Group entered into the following transaction with related party:

	Group	
	2025	2024
	\$	\$
Disposal of associated company (Note 11)	–	5,200,000

Compensation of directors and key management personnel

The remuneration of directors and other members of key management during the year is as follows:

	Group	
	2025	2024
	\$	\$
Short-term benefits	546,000	729,500
Post-employment benefits	33,524	34,170
Total	579,524	763,670

The remuneration of directors and key management is determined by the Board of Directors having regard to the performance of individuals and market trends.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

5. Cash and cash equivalents

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Cash at bank	2,431,603	2,464,443	2,334,632	1,125,316
Fixed deposits	4,006,884	11,850,000	4,006,883	11,500,000
Cash and cash equivalents	6,438,487	14,314,443	6,341,515	12,625,316

Fixed deposits of \$4,006,884 (2024: \$11,850,000) bears interest at interest rate substantially ranging from of 1.30% to 3.30% per annum (2024: 3.15% to 3.45%) and had a maturity period of 90 days. Cash at bank does not bear any interest.

Cash and cash equivalents denominated in foreign currency at 30 September are as follows:

	Group	
	2025	2024
	\$	\$
United States dollar	–	63,982

6. Trade receivables

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Third parties	15,209	242,266	–	–
Amount due from subsidiaries	–	–	136,510	422,248
Total trade receivables	15,209	242,266	136,510	422,248

Trade receivables are non-interest bearing and are generally on 30 to 90 days terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Loss allowance for trade receivables is measured at an amount equal to lifetime expected credit losses ("ECL"). The ECL on trade receivables are estimated by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date. There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

As at 30 September 2025, no allowance (2024: \$Nil) for ECL has been recognised.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

6. Trade receivables (cont'd)

The following table details the risk profile of trade receivables from contracts with customers. As the Group and Company's historical credit loss experience does not show significantly different loss patterns for different customer segments, the provision for loss allowance based on past due status is not further distinguished between the Group's different customer base.

	Group				
	Trade receivables - days past due				
	Not past due	<30 days	31-60 days	61-90 days	Total
	\$	\$	\$	\$	\$

2025

Estimated total gross carrying amount	15,209	—	—	—	<u>15,209</u>
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2024

Estimated total gross carrying amount	242,266	—	—	—	<u>242,266</u>
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	Company				
	Trade receivables - days past due				
	Not past due	<30 days	31-60 days	61-90 days	Total
	\$	\$	\$	\$	\$

2025

Estimated total gross carrying amount	136,510	—	—	—	<u>136,510</u>
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2024

Estimated total gross carrying amount	422,248	—	—	—	<u>422,248</u>
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NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

7. Other receivables

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Prepayments	25,711	33,723	18,061	23,240
Deposits	4,180	75,290	–	10,310
Goods and services tax ("GST") receivables	4,130	13,893	3,624	6,821
Interest receivables	10,251	61,182	10,251	59,367
Others	2	6,516	–	–
Total other receivables	44,274	190,604	31,936	99,738

Management has determined that the other receivables balance as at 30 September 2025 and 2024 are subjected to immaterial credit loss.

In determining the ECL, management has taken into account the financial position of the counterparties, adjusted for factors that are specific to the counterparties and general economic conditions of the industry in which they operate, in estimating the probability of default of the other receivables as well as the loss upon default.

8. Contract balances

Information relating to contract balances arising from contracts with customers is disclosed as follows:

	Group	
	2025	2024
	\$	\$
Contract assets (Note 8(a))	–	7,622,688
Capitalised contract costs (Note 8(b))	–	–

(a) Contract assets

Contract assets primarily relate to the Group's rights to consideration for work completed but not billed at the reporting date on the completion of construction of development properties. Contract assets are transferred to trade receivables when the rights become unconditional. This usually occurs when the Group invoices the customers.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

8. Contract balances (cont'd)

(b) Capitalised contract costs

Capitalised contract costs relate to commission fees paid to property agents for securing sale contracts for the Group's development properties.

	Group	
	2025	2024
	\$	\$
<u>Cost</u>		
Beginning of financial year	–	2,217,246
Amortisation	–	(2,217,246)
End of financial year	–	–

Capitalised commission fees are amortised when the related revenue is recognised. In prior financial year, the capitalised commission fees were fully amortised as the revenue was recognised upon obtaining Temporary Occupation Permit ("TOP") for Apex Foodworks on 6 May 2024.

9. Completed property

	Group	
	2025	2024
	\$	\$
<u>Cost</u>		
Beginning of financial year	2,518,984	53,585,972
Additions	–	5,485,930
Cost of properties sold	–	(56,552,918)
End of financial year	2,518,984	2,518,984

In prior financial year, the Group obtained the Temporary Occupation Permit ("TOP") for Apex Foodworks on 6 May 2024 and accordingly recognised the cost of development for the properties to the income statement for all 23 units sold. The completed property as at 30 September 2025 is attributable to the remaining unsold unit in Apex Foodworks.

In prior financial year, the Group capitalised borrowing costs of \$292,528 arising from borrowings obtained specifically for the development property. The rate used to determine the amount of borrowing costs eligible for capitalisation was 4.05% which was the effective interest rate of the specific borrowing. The Group ceased to capitalise borrowing costs following obtaining Temporary Occupation Permit (TOP) of the development property on 6 May 2024.

The Group accounts for its completed property at the lower of cost or net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less selling expenses.

The Group has reviewed the estimated net selling price of its completed property and is of the view that no allowance for the net realisable value is required as at 30 September 2025.

Properties pledged as security

Following the full repayment of the loans in prior financial year, there is no property mortgaged under the bank.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

10. Property, plant and equipment

Group	Plant, machinery and equipment	Office equipment	Leasehold building (Right-of-use asset)	Total
	\$	\$	\$	\$
Cost:				
At 1 October 2023	230,597	40,302	117,824	388,723
Additions	–	8,024	–	8,024
Disposal	(80,821)	(21,119)	–	(101,940)
At 30 September 2024 and 1 October 2024	149,776	27,207	117,824	294,807
Additions	199,970	30,785	–	230,755
Write off	(140,869)	(19,183)	(117,824)	(277,876)
At 30 September 2025	208,877	38,809	–	247,686
Accumulated depreciation:				
At 1 October 2023	124,449	28,038	45,671	198,158
Charge for the year	31,375	7,980	61,845	101,200
Disposal	(80,821)	(21,119)	–	(101,940)
At 30 September 2024 and 1 October 2024	75,003	14,899	107,516	197,418
Charge for the year	33,795	9,657	10,308	53,760
Write off	(78,175)	(15,220)	(117,824)	(211,219)
At 30 September 2025	30,623	9,336	–	39,959
Carrying amount:				
At 30 September 2025	178,254	29,473	–	207,727
At 30 September 2024	74,773	12,308	10,308	97,389

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

10. Property, plant and equipment (cont'd)

Company	Plant, machinery and equipment	Office equipment	Leasehold building (Right-of-use asset)	Total
	\$	\$	\$	\$
Cost:				
At 1 October 2023	140,043	40,302	117,824	298,169
Additions	–	3,457	–	3,457
Disposal	(80,821)	(21,119)	–	(101,940)
At 30 September 2024 and 1 October 2024	59,222	22,640	117,824	199,686
Additions	–	16,526	–	16,526
Write off	(56,472)	(19,183)	(117,824)	(193,479)
At 30 September 2025	2,750	19,983	–	22,733
Accumulated depreciation:				
At 1 October 2023	88,803	28,037	45,671	162,511
Charge for the year	13,264	6,932	61,845	82,041
Disposal	(80,821)	(21,119)	–	(101,940)
At 30 September 2024 and 1 October 2024	21,246	13,850	107,516	142,612
Charge for the year	3,493	5,028	10,308	18,829
Write off	(23,317)	(15,220)	(117,824)	(156,361)
At 30 September 2025	1,422	3,658	–	5,080
Carrying amount:				
At 30 September 2025	1,328	16,325	–	17,653
At 30 September 2024	37,976	8,790	10,308	57,074

Cash flows during the year

During the current financial year, the cash outflow on purchase of property, plant and equipment amounted to \$219,434 (2024: \$8,024).

Assets acquired under leasing arrangements

Right-of-use assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed in Note 14(a).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

11. Investment in associated company

	Group	
	2025	2024
	\$	\$
Unquoted equity shares, at cost	–	3
Loan to associated company	–	2,051,931
Share of retained earnings	–	1,743,215
Derecognition upon disposal	–	(3,795,149)
At 30 September	–	–

In the previous financial year ended 30 September 2020, one of the Group's fully owned subsidiaries entered into an agreement with its associated company, Tuas Seatown Dormitory Pte Ltd ("TSD") to allow the associated company the discretion for the repayment of the loan provided to them as and when the cash flow of the associated company permits. These amounts were non-interest bearing, unsecured and form part of the Company's net investment in the associate company.

In prior financial year, on 22 April 2024, the Group announced that it had, through its wholly-owned subsidiary, OneFortune Holdings Pte. Ltd. ("OneFortune"), entered into a conditional sale and purchase agreement with Amwich Ptd. Ltd. (the "Purchaser"), pursuant to which OneFortune has agreed to sell to the Purchaser, and the Purchaser has agreed to acquire from OneFortune, 300,000 ordinary shares representing 30% of the total issued and paid-up capital ("Sale Shares") of TSD, the Group's associated company (the "Proposed Disposal"), for a total consideration of \$5,200,000 (the "Purchase Consideration").

The disposal of TSD was completed on 17 July 2024, and accordingly, the Group recognised a gain amounting to approximately \$1,404,851 from the disposal and TSD ceased to be an associated company of the Group. The loan to associated company was fully settled following the disposal completion of TSD.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

11. Investment in associated company (cont'd)

The summarised financial information in respect of material investment in associated company, based on their SFRS(I) financial statements, and reconciliation with the carrying amount of the investment in the consolidated financial statements are as follows:

Summarised balance sheet

	Tuas Seatown Dormitory Pte Ltd 2024*
	<u>\$</u>
Current assets	1,698,307
Non-current assets	22,130,159
Total assets	<u>23,828,466</u>
Current liabilities	2,795,172
Non-current liabilities	8,382,798
Total liabilities	<u>11,177,970</u>
Net assets	<u>12,650,496</u>
Proportion of the Group's ownership	<u>30%</u>
Group's share of net assets and carrying amount of the investment as at date of disposal	<u>3,795,149</u>

Summarised statement of comprehensive income

	Tuas Seatown Dormitory Pte Ltd 2024*
	<u>\$</u>
Revenue	5,336,375
Other income	—
Profit for the period, representing total comprehensive income for the period	<u>2,638,289</u>
Proportion of the Group's ownership	<u>30%</u>
Group's share of profit for the period	<u>791,487</u>

* Tuas Seatown Dormitory Pte Ltd was disposed on 17 July 2024, and the Group's share of profit was for the period from 1 October 2023 to 17 July 2024.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

12. Investment in subsidiaries

(a) *Composition of the Group*

	Company	
	2025	2024
	\$	\$
Unquoted equity shares, at cost	4,438,055	4,438,055
Less: Disposal of subsidiaries	(338,051)	–
Less: Capital reduction	(2,000,000)	–
Less: Allowance for impairment loss	(530,379)	(100,000)
Carrying amount	<u>1,569,625</u>	<u>4,338,055</u>

Movement in allowance for impairment loss

	Company	
	2025	2024
	\$	\$
Beginning of financial year	100,000	100,000
Impairment for the year	430,379	–
End of financial year	<u>530,379</u>	<u>100,000</u>

In the previous financial years, an impairment amount of \$100,000 was provided for one of the subsidiaries due to a withdrawal of plan for a project lease agreement to manage and operate a hostel.

In current financial year ended 30 September 2025, management performed impairment assessment for the investment in subsidiaries as there is an indicator of impairment for one of the investment in subsidiaries. An impairment loss of \$430,379 was recognised for the year ended 30 September 2025 to write-down the carrying amount of investment in subsidiary ("KC Industries Pte Ltd") to its recoverable amount.

The recoverable amount of investment in KC Industries Pte Ltd was determined based on its Net Asset Value, adjusted for the estimated future net margins of the remaining unsold unit of Apex Foodworks (Note 9).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

12. Investment in subsidiaries (cont'd)

(a) Composition of the Group (cont'd)

The principal subsidiary corporations of the Company are as follows:

	Country of incorporation and operation	Proportion of ownership interest and voting power held		Principal activities
		2025	2024	
		%	%	
Just 38 Pte. Ltd. ^{(a) (b)}	Singapore	100	100	Property management
OneFortune Holdings Pte. Ltd. ^{(a) (b)}	Singapore	100	100	Investment holding
OneApex Capital Pte. Ltd. ^{(a) (c)}	Singapore	–	51	Fund management
OneApex Capital 1 Pte. Ltd. ^{(a) (b) (c)}	Singapore	–	51	Fund management
KC Industries Pte Ltd ^(a)	Singapore	50	50	Property development
OneApex Development Pte. Ltd. ^{(a) (b)}	Singapore	100	100	Investment holding

^(a) Audited by Ernst & Young LLP, Singapore

^(b) Exempted from audit

^(c) Disposed on 6 February 2025

The Group has determined that it has control over KC Industries Pte Ltd (“KCI”) as the Group is able to appoint and remove majority of the directors in KCI, accordingly the Group has the ability to direct the relevant activities of KCI. The Group is also exposed to and has the rights to variable returns from its involvement with KCI’s business activities including policy making and the Group has the ability to affect those returns through its power over KCI.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

12. Investment in subsidiaries (cont'd)

(b) Interest in subsidiaries with material non-controlling interest ("NCI")

Name of subsidiaries	Country of incorporation and operation	Proportion of ownership interest held by NCI	Proportion of (loss)/profit allocated to NCI during the reporting period	Dividends paid to NCI (Note 16)	Accumulated NCI at the end of reporting period
		%	\$	\$	\$
<u>30 September 2025:</u>					
KC Industries Pte Ltd	Singapore	50	(39,942)	–	1,400,788
<u>30 September 2024:</u>					
OneApex Capital Pte Ltd	Singapore	49	(114,636)	–	269,593
OneApex Capital 1 Pte Ltd	Singapore	49	93,078	–	110,152
KC Industries Pte Ltd	Singapore	50	7,310,641	6,750,000	3,440,730

(c) Summarised financial information about subsidiaries with NCI

Summarised financial information including consolidation adjustments but before intercompany eliminations of subsidiaries with material non-controlling interests are as follows:

Summarised balance sheet

	KC Industries Pte Ltd	
	2025	2024
	\$	\$
Current		
Assets	2,895,648	10,865,698
Liabilities	(94,071)	(3,984,236)
Net current assets	2,801,577	6,881,462
Non-current		
Liabilities	–	–
Net non-current liabilities	–	–
Net assets	2,801,577	6,881,462

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

12. Investment in subsidiaries (cont'd)

(c) Summarised financial information about subsidiaries with NCI (cont'd)

Summarised statement of comprehensive income

	KC Industries Pte Ltd	
	2025	2024
	\$	\$
Revenue	–	76,226,884
Cost of properties sold	–	(58,770,164)
Other operating income	71,113	3,500
Other operating expense	(139,932)	(379,826)
(Loss)/profit before tax	(68,819)	17,080,394
Tax expense	(11,065)	(2,459,111)
(Loss)/profit for the year, representing total comprehensive (loss)/income for the year	(79,884)	14,621,283
(Loss)/profit attributable to non-controlling interests	(39,942)	7,310,641
Dividends paid to non-controlling interests	–	6,750,000

13. Other liabilities

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
<u>Current</u>				
Provision for reinstatement costs	–	11,085	–	11,085
Accruals	262,399	1,597,099	329,213	310,108
Amounts due to subsidiaries, non-trade	–	–	300,000	–
Deposit received	3,532	183,506	–	–
Goods and services tax (GST) payables	–	855	–	–
Others	1,577	22,009	643	1,299
	<u>267,508</u>	<u>1,814,554</u>	<u>629,856</u>	<u>322,492</u>

Amounts due to subsidiaries (non-trade) are denominated in Singapore Dollars, unsecured, interest-free, repayable on demand and are expected to be settled in cash. The amounts were fully settled in current financial year.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

14. Leases

As a lessee

The Group has entered into commercial property lease and office equipment lease. The leases generally have lease terms between 2 to 5 years. The Group's obligations under its leases are secured by the lessor's title to the leased assets. The Group is restricted from assigning and subleasing the leased assets.

(a) *Carrying amount of right-of-use assets*

Information about right-of-use assets classified within property, plant and equipment (Note 10) is disclosed as follows:

	Office equipment	Leasehold building	Total
	\$	\$	\$
Group and Company			
As at 1 October 2023	8,985	72,153	81,138
Depreciation expense	(3,171)	(61,845)	(65,016)
As at 30 September 2024	5,814	10,308	16,122
Addition	15,176	–	15,176
Disposal	(3,964)	–	(3,964)
Depreciation expense	(3,114)	(10,308)	(13,422)
As at 30 September 2025	13,912	–	13,912

(b) *Lease liabilities*

Set out below are the carrying amounts of lease liabilities and the movements during the year:

	2025	2024
	\$	\$
Group and Company		
At beginning of year	20,646	81,964
Additions	15,176	–
Accretion of interest	211	2,042
Payments	(18,469)	(63,360)
Disposal	(3,855)	–
At end of year	13,709	20,646
Current	2,657	17,875
Non-current	11,052	2,771
	13,709	20,646

The maturity analysis of lease liabilities is disclosed in Note 26(b).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

14. Leases (cont'd)

As a lessee (cont'd)

(c) Amounts recognised in consolidated statement of comprehensive income

The following are the amounts recognised in income statement:

	2025	2024
	\$	\$
Depreciation expense of right-of-use assets	13,422	65,016
Interest expense on lease liabilities	211	2,042
Expenses relating to short-term lease	79,200	39,600
Total amount recognised in income statement	92,833	106,658

(d) A reconciliation of liabilities arising from financing activities is as follows:

	1 October 2024	Cash flows	Non-cash changes:			30 September 2025
	\$	\$	Accretion of interest	Lease extension	Disposal	\$
			\$	\$	\$	\$
Lease liabilities	20,646	(18,469)	211	15,176	(3,855)	13,709
	20,626	(18,469)	211	15,176	(3,855)	13,709

	1 October 2023	Cash flows	Non-cash changes:			30 September 2024
	\$	\$	Accretion of interest	Lease extension		\$
			\$	\$		\$
Bank loans	16,497,850	(16,497,850)	—	—		—
Lease liabilities	81,964	(63,360)	2,042	—		20,646
	16,579,814	(16,561,210)	2,042	—		20,646

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

15. Share capital

	Group and Company			
	2025	2024	2025	2024
	Number of shares		\$	
Issued and paid:				
At beginning and at end of year	84,498,000	84,498,000	13,292,106	13,292,106

The Company has one class of ordinary share which has no par value and each share carries a right to dividend as and when declared by the Company. All ordinary shares carry one vote per share without restrictions.

16. Dividends paid to non-controlling interests

In prior financial year, the Group declared and paid interim dividends of \$5,000,000 and \$1,750,000 at approximately \$1.25 and \$0.44 per share respectively on 1 July 2024 and 15 August 2024.

17. Revenue

Disaggregation of revenue

A disaggregation of the Group's revenue for the year, is as follows:

		Timing of revenue recognition	Group	
			2025	2024
			\$	\$
			Re-presented	
Segment Revenue				
Continuing operations:				
Property management	At point in time		49,947	54,914
Sales of completed properties	At point in time		–	76,226,884
			49,947	76,281,798
Discontinued operations:				
Financial services	At point in time		602,278	1,516,505
			652,225	77,895,151

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

18. Other income

	Group	
	2025	2024
	\$	\$
	Re-presented	
Continuing operations		
Gain on disposal of associated company	–	1,404,851
Government grants	21,183	19,053
Interest income	140,443	95,290
Others	80,198	–
	<u>241,824</u>	<u>1,519,194</u>
Discontinued operations (Note 25)		
Government grants	1,500	3,500
Interest income	6,197	11,914
Gain on disposal of subsidiary companies	35,465	–
	<u>43,162</u>	<u>15,414</u>
Total	<u>284,986</u>	<u>1,534,608</u>

Income from government grants consists of Government-Paid Childcare Leave ("GPCL"), Senior Employment Credit ("SEC") and Monetary Authority Singapore ("MAS") Variable Capital Companies Grant Scheme ("VCCGS"). The VCCGS is open to Qualifying Fund Managers that have incorporated variable capital companies ("VCCs") or re-domiciled a foreign corporate entity to Singapore as a VCC. The Group has received no grants in 2025 (2024: \$Nil) in relation to the VCCGS.

19. Other operating expenses

	Group	
	2025	2024
	\$	\$
	Re-presented	
Continuing operations		
Professional expenses	258,168	339,010
Sundry expenses	30,742	17,996
Transport expenses	42,853	42,445
Rental expenses	79,200	39,600
Insurance	22,194	17,061
Donation	1,000	26,500
Advertisement and marketing expenses	2,730	4,644
Staff welfare	14,067	30,844
Repair and maintenance	16,742	11,029
Fixed assets written off	62,694	–
Other general expenses	44,738	52,767
	<u>575,128</u>	<u>581,896</u>
Less: Management fee charged to discontinued operations	–	(96,847)
Total	<u>575,128</u>	<u>485,049</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

19. Other operating expenses (cont'd)

	Group	
	2025	2024
	\$	\$
	Re-presented	
Discontinued operations		
Professional expenses	31,457	96,529
Sundry expenses	7,466	14,767
Transport expenses	469	2,314
Referral fee expenses	51,333	165,928
Insurance	3,124	6,881
Management fee expenses	–	96,847
Other general expenses	3,548	7,392
	97,397	390,658
Total	672,525	875,707

20. Finance costs

	Group	
	2025	2024
	\$	\$
	Re-presented	
Continuing operations		
Interest on bank loans	–	21,495
Interest on lease liabilities	211	2,041
	211	23,536
Discontinued operations		
Interest on bank loans	–	–
Interest on lease liabilities	–	–
	–	–
Total	–	23,536

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

21. Income tax expense

	Group	
	2025	2024
	\$	\$
	Re-presented	
Continuing operations		
Income tax:		
- Current year	–	2,459,111
- Under/(over) provision in prior year	11,065	(288)
	11,065	2,458,823
Discontinued operations		
Income tax:		
- Current year	–	8,190
- Over provision in prior year	–	(9,013)
	–	(823)
Total	11,065	2,458,000

Relationship between income tax expense and accounting (loss)/profit

The reconciliation between the income tax expense and the product of accounting (loss)/profit multiplied by the applicable corporate tax rate for the years ended 30 September 2025 and 2024 are as follows:

	Group	
	2025	2024
	\$	\$
	Re-presented	
(Loss)/profit before tax from continuing operations	(1,328,437)	17,605,266
Loss before tax from discontinued operations	(24,751)	(44,819)
Accounting (loss)/profit before tax	(1,353,188)	17,560,447
Income tax at statutory rate of 17% (2024: 17%)	(230,042)	2,985,276
Effect of expenses that are not deductible	134,162	321,206
Effect of income not subject to tax	(10,465)	(748,363)
Effect of partial tax exemption	–	(88,390)
Deferred tax assets not recognised	51,584	87,783
Utilisation of previously unutilised tax losses	–	(85,512)
Tax losses disregarded	59,046	–
Under/(over) provision of prior year tax	11,065	(9,301)
Others	(4,285)	(4,699)
Income tax expense	11,065	2,458,000

As at 30 September 2025, the Group had unutilised tax losses of \$2,745,220 (2024: \$2,441,787) and unutilised donations of \$25,000 (2024: \$25,000) available for offset against future taxable profits of the companies in which the losses arose, for which no deferred tax asset is recognised due to uncertainty of its recoverability. The use of the unutilised tax losses and donations is subject to the agreement of the tax authorities and compliance with certain provisions of the tax legislation.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

22. (Loss)/profit for the year

(Loss)/profit for the year is arrived at after charging:

	Group	
	2025	2024
	\$	\$
Continuing operations		
Directors' fee	155,000	135,000
Directors' remuneration	176,622	371,630
Depreciation of property, plant and equipment	53,760	101,200
Discontinued operations (Note 25)		
Directors' remuneration	501,270	1,085,434

Employee benefits expense (including directors' remuneration):

	Group	
	2025	2024
	\$	\$
Continuing operations		
Salaries	856,169	1,426,100
Cost of defined contribution plan	88,928	121,053
Others	46,012	60,111
Total employee benefits expense	991,109	1,607,264
Audit fees:		
- paid to auditors of the company	57,500	62,000
Non-audit fees:		
- paid to auditors of the company	14,100	14,100
- paid to other auditors	35,000	35,000
	49,100	49,100

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

22. (Loss)/profit for the year (cont'd)

	Group	
	2025	2024
	\$	\$
	Re-presented	
Discontinued operations		
Salaries	550,500	1,141,651
Cost of defined contribution plan	12,206	23,933
Others	10,088	20,495
Total employee benefits expense	<u>572,794</u>	<u>1,186,079</u>
Audit fees:		
- paid to auditors of the company	<u>2,000</u>	<u>35,000</u>
Non-audit fees:		
- paid to auditors of the company	<u>—</u>	<u>6,400</u>

23. (Loss)/earnings per share

(Loss)/earnings per share is calculated as below:

	Group	
	2025	2024
	No. of shares	
Number of ordinary shares	<u>84,498,000</u>	<u>84,498,000</u>
	2025	2024
	\$	\$
(Loss)/profit for the year attributable to owners of the Company from continuing operations	<u>(1,299,560)</u>	<u>7,835,802</u>
(Loss)/earnings per share (cents) from continuing operations	<u>(1.54)</u>	<u>9.27</u>
Profit/(loss) for the year attributable to owners of the Company from discontinued operations	<u>4,755</u>	<u>(22,438)</u>
Earnings/(loss) per share (cents) from discontinued operations	<u>0.01</u>	<u>(0.02)</u>
(Loss)/profit for the year attributable to owners of the Company from continuing and discontinued operations	<u>(1,294,805)</u>	<u>7,813,364</u>
(Loss)/earnings per share (cents) from continuing and discontinued operations	<u>(1.53)</u>	<u>9.25</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

23. (Loss)/earnings per share (cont'd)

The fully diluted (loss)/earnings per share is equal to the basic (loss)/earnings per share as there is no dilution. There are no ordinary shares transactions or potential ordinary shares transactions that occur after the reporting period that would have changed significantly the number of ordinary shares or potential ordinary shares outstanding at the end of the period if those transactions had occurred before the end of the reporting period.

24. Segment information

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

The Group's reportable operating segments for the financial year ended 30 September 2025 are as follows:

- (a) Financial services segment primarily relates to customer referral services.
- (b) Property management segment relates to the consultation services on hotel operation.
- (c) Property development segment relates to development of industrial properties.

Subsequent to the disposal of a subsidiary on 6 February 2025 (Note 25), the Group's reportable operating segments for the financial year ended 30 September 2025 are as follows:

- (a) Property management segment relates to the consultation services on hotel operation.
- (b) Property development segment relates to development of industrial properties.

The accounting policies of the reportable segments are the same as the Group's accounting policies described in Note 2. Segment result represents the profit earned by each segment without allocation of other income, corporate expenses and finance costs. This is the measure reported to the chief operating decision maker for the purposes of resource allocation and assessment of segment performance.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

24. Segment information (cont'd)

For the purpose of monitoring segment performance and allocating resources, the chief operating decision maker monitors the tangible and financial assets attributable to each segment. Assets, if any, used jointly by reportable segments are allocated on the basis of the revenue earned by individual reporting segments.

For the year ended 30 September 2025, unallocated corporate assets mainly comprise cash and cash equivalents (Note 5), property, plant and equipment (Note 10), (2024: cash and cash equivalents which include the unutilised cash proceeds received from the disposal of subsidiary and property, plant and equipment). Unallocated corporate liabilities include other payables and lease liabilities.

Information regarding the Group's reportable segments is presented below:

	Property development	Property management	Property investment	Total
	\$	\$	\$	\$
Continuing operations				
2025				
Revenue				
External revenue	–	49,947	–	49,947
Result				
Segment result	(68,819)	(312,540)	–	(381,359)
Unallocated other income				166,139
Unallocated corporate expenses				(1,113,217)
Loss before income tax				<u>(1,328,437)</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

24. Segment information (cont'd)

	Property development	Property management	Property Investment	Total
	\$	\$	\$	\$
2025				
Segment assets				
Segment assets	2,895,648	347,097	–	3,242,745
Unallocated corporate assets				5,981,936
Total assets				<u>9,224,681</u>
Segment liabilities				
Segment liabilities	89,260	94,071	–	183,331
Unallocated corporate liabilities				97,886
Total liabilities				<u>281,217</u>
				Financial services
				\$
Discontinued operations				
2025				
Revenue				
External revenue				602,278
Result				
Segment result				(24,751)
Loss before income tax				<u>(24,751)</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

24. Segment information (cont'd)

	Property development	Property management	Property investment	Total
	\$	\$	\$	\$
Continuing operations				
2024				
(Re-presented)				
Revenue				
External revenue	76,226,884	54,914	–	76,281,798
Result				
Segment result	17,080,394	(273,618)	2,196,278	19,003,054
Unallocated other income				108,843
Unallocated corporate expenses				(1,506,631)
Profit before income tax				<u>17,605,266</u>
Segment assets				
Segment assets	10,865,698	221,183	–	11,086,881
Unallocated corporate assets				12,561,244
Total assets				<u>23,648,125</u>
Segment liabilities				
Segment liabilities	3,697,812	14,630	3	3,712,445
Unallocated corporate liabilities				197,251
Total liabilities				<u>3,909,696</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

24. Segment information (cont'd)

	Financial services
	<u>\$</u>
Discontinued operation 2024 (Re-presented)	
Revenue	
External revenue	1,516,505
Result	
Segment result	(44,819)
Loss before income tax	<u>(44,819)</u>
Segment assets	
Segment assets	1,338,249
Total assets	<u><u>1,338,249</u></u>
Segment liabilities	
Segment liabilities	391,412
Total liabilities	<u><u>391,412</u></u>

Geographical information

The Group's operations are solely in Singapore.

Information about major customers

Included in revenues arising from financial services (discontinued operations) are \$420,000 (2024: \$1,176,667) which arose from income earned from the Group's largest customer.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

25. Discontinued operations

On 31 January 2025, the Company entered into a sale and purchase agreement (the "SPA") with a third party to dispose of 51% of the issued and paid-up share capital of OneApex Capital Pte Ltd ("OAC") and OneApex Capital 1 Pte Ltd ("OAC1"), for a total consideration of \$400,000. The disposal was completed on 6 February 2025.

OAC and OAC1 was not previously presented as discontinuing operations nor classified as held for sale as at 30 September 2024. Thus, the comparative statement of profit or loss has been re-presented to show the discontinued operation separately from continuing operations.

The results of the discontinued operation for the year ended 30 September are as follows:

	1.10.2024 to 6.02.2025	2024
	\$	\$
Revenue	602,278	1,516,505
Other income (Note 18)	43,162	15,414
Employee benefits expense	(572,794)	(1,186,079)
Other operating expenses (Note 19)	(97,397)	(390,659)
Loss before tax	(24,751)	(44,819)
Income tax credit (Note 21)	—	823
Loss for the period/year	(24,751)	(43,996)

The cash flows of the discontinued operation for the year ended 30 September, which have been included in the consolidated financial statements, were as follows:

	1.10.2024 to 6.02.2025	2024
	\$	\$
Operating activities	(309,510)	178,886
Net (decrease)/increase in cash and bank balances	(309,510)	178,886

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

25. Discontinued operation (cont'd)

Carrying amount of net assets as at the date of disposal

	2025
	\$
Assets	
Current assets	
Cash and bank balances	712,544
Trade receivables	59,307
Other receivables	1,606,316
Total current assets	<u>2,378,167</u>
Non-current assets	
Property, plant and equipment	—
Total non-current assets	—
Total assets	<u><u>2,378,167</u></u>
Liabilities and equity	
Current liabilities	
Trade payables	69,471
Other payables	1,585,732
Income tax payable	8,190
Total current and non-current liabilities	<u>1,663,393</u>
Total liabilities	<u><u>1,663,393</u></u>
Net assets de-recognised	<u><u>714,774</u></u>
	2025
	\$
Gain on disposal of subsidiary companies	
Consideration received	400,000
Net assets de-recognised	(714,774)
Non-controlling interest de-recognised	350,239
	<u><u>35,465</u></u>

The gain on disposal of subsidiaries is recorded as part of loss for the year from discontinued operations in the consolidated statement of profit or loss and other comprehensive income.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

25. Discontinued operation (cont'd)

	2025
	\$
Net cash outflows arising on disposal	
Consideration received	400,000
Less: Cash and bank balances in subsidiary disposed of	(712,544)
	<u>(312,544)</u>
	2025
	\$
Profit/(loss) per share disclosure	
Profit/(loss) per share from discontinued operation attributable to owners of the Company (cents per share)	
Basic	0.01
Diluted	(0.02)
	<u>0.01</u>
	<u>(0.02)</u>

26. Financial instruments, financial risks and capital management

(a) Categories of financial instruments

The following table sets out the financial instruments as at the end of the reporting period:

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Financial assets				
At amortised cost	6,468,129	14,699,697	6,488,277	13,117,241
	<u>6,468,129</u>	<u>14,699,697</u>	<u>6,488,277</u>	<u>13,117,241</u>
Financial liabilities				
At amortised cost	281,217	1,835,200	643,565	343,138
	<u>281,217</u>	<u>1,835,200</u>	<u>643,565</u>	<u>343,138</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

26. Financial instruments, financial risks and capital management (cont'd)

(b) *Financial risk management policies and objectives*

The Group's overall financial risk management programme seeks to minimise potential adverse effects of financial performance of the Group. Risk management is carried out by the Board of Directors and periodic reviews are undertaken to ensure that the Group's policy guidelines are complied with. There has been no change to the Group's exposure to these financial risks or the manner in which it manages and measures the risk.

There has been no change to the Group's exposure to these financial risks or the manner in which it manages and measures the risk. Market risk exposures are measured using sensitivity analysis indicated below.

(i) Foreign currency risk management

Foreign currency risk arises from the change in foreign exchange rates that may have an adverse effect on the Group in the current reporting period and in the future financial years. The Group does not hedge against its foreign currency risk.

The Group has transactional currency exposures arising from the earning of management fees denominated in United States dollar ("USD" or "US\$").

The Group also holds cash and cash equivalents denominated in USD or US\$ for working capital purposes.

Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity of the Group's profit/(loss) net of tax to a reasonable possible change in the USD/SGD exchange rates, with all other variables held constant:

	2025	2024
	S\$	S\$
USD/SGD – strengthened 5 % (2024: 5%)	–	3,199
USD/SGD – weakened 5 % (2024: 5%)	–	(3,199)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

26. Financial instruments, financial risks and capital management (cont'd)

(b) Financial risk management policies and objectives (cont'd)

(ii) Overview of the Group's exposure to credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in a financial loss to the Group. As at 30 September 2025, the Group's maximum exposure to credit risk without taking into account any collateral held or other credit enhancements, which will cause a financial loss to the Group due to failure to discharge an obligation by the counterparties arises from the carrying amount of the respective recognised financial assets as stated in the consolidated statement of financial position.

The Group's exposure and the credit ratings of its counterparties are continuously monitored and the aggregate value of transactions concluded is spread amongst approved counterparties. Credit exposure is controlled by the counterparty limits that are reviewed and approved by the management periodically.

The Group's current credit risk grading framework comprises the following categories:

Category	Description	Basis for recognising expected credit losses (ECL)
Performing	The counterparty has a low risk of default and does not have any past-due amounts.	12-month ECL
Doubtful	Amount is >30 days past due or there has been a significant increase in credit risk since initial recognition.	Lifetime ECL - not credit-impaired
In default	Amount is >90 days past due or there is evidence indicating the asset is credit-impaired.	Lifetime ECL - credit-impaired
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the Company has no realistic prospect of recovery.	Amount is written off

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

26. Financial instruments, financial risks and capital management (cont'd)

(b) Financial risk management policies and objectives (cont'd)

(ii) Overview of the Group's exposure to credit risk (cont'd)

The table below details the credit quality of the Group's and the Company's financial assets as well as maximum exposure to credit risk by credit risk rating grades:

	Note	Internal credit rating	12-month or lifetime ECL	Gross carrying amount	Loss allowance	Net carrying amount
		\$	\$	\$	\$	\$
Group						
2025						
Cash and cash equivalents	5	Performing	12m ECL	6,438,487	–	6,438,487
Trade receivables	6	Performing	Lifetime ECL (simplified approach)	15,209	–	15,209
Other receivables	7	Performing	12m ECL	14,433	–	14,433
2024						
Cash and cash equivalents	5	Performing	12m ECL	14,314,443	–	14,314,443
Trade receivables	6	Performing	Lifetime ECL (simplified approach)	242,266	–	242,266
Other receivables	7	Performing	12m ECL	142,988	–	142,988
Company						
2025						
Cash and cash equivalents	5	Performing	12m ECL	6,341,515	–	6,341,515
Trade receivables	6	Performing	Lifetime ECL (simplified approach)	136,510	–	136,510
Other receivables	7	Performing	12m ECL	10,251	–	10,251
2024						
Cash and cash equivalents	5	Performing	12m ECL	12,625,316	–	12,625,316
Trade receivables	6	Performing	Lifetime ECL (simplified approach)	422,248	–	422,248
Other receivables	7	Performing	12m ECL	69,677	–	69,677

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

26. Financial instruments, financial risks and capital management (cont'd)

(b) Financial risk management policies and objectives (cont'd)

(ii) Overview of the Group and Company's exposure to credit risk (cont'd)

For trade receivables, the Group and the Company has applied the simplified approach in SFRS(I) 9 to measure the loss allowance at lifetime ECL. The Group and the Company determines the expected credit losses on these items based on historical credit loss experience based on the past due status of the debtors, adjusted for forward-looking factors as appropriate to reflect current conditions and estimates of future economic conditions.

(iii) Credit risk management

In order to minimise credit risk, the Group and Company has adopted a policy of only dealing with creditworthy counterparties.

The Group and Company's cash and cash equivalents are held with creditworthy financial institutions and are subject to immaterial credit loss.

Concentration of credit risk exists when economic, industry or geographical factors similarly affect the Group and Company's counterparties whose aggregate credit exposure is significant in relation to the Group and Company's total credit exposure. The Group's trade receivables relate to one major customer. However, management believes that there is no significant credit risk. The Group defines counterparties as having similar characteristics if they are related entities.

(iv) Liquidity risk management

Management is of the view that there is minimal liquidity risk as the Group and Company maintains sufficient cash and cash equivalents and internally generated cash flows to finance their activities. If required, financing can be obtained from its existing lines of banking facilities.

Liquidity and interest risk analyses

Non-derivative financial liabilities

The following tables detail the remaining contractual maturity for non-derivative financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay. The table includes both interest and principal cash flows. The adjustment column represents the possible future cash flows attributable to the instrument included in the maturity analysis which is not included in the carrying amount of the financial liabilities in the statements of financial position.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

26. Financial instruments, financial risks and capital management (cont'd)

(b) Financial risk management policies and objectives (cont'd)

(iv) Liquidity risk management (cont'd)

Liquidity and interest risk analyses (cont'd)

Non-derivative financial liabilities (cont'd)

Group	Weighted average effective interest risk	On demand or within 1 year	Within 2 to 5 years	Total
	%	\$	\$	\$
2025				
Financial assets				
Trade receivables		15,209	–	15,209
Other receivables		14,433	–	14,433
Cash and cash equivalents		6,438,487	–	6,438,487
Total undiscounted financial assets		6,468,129	–	6,468,129
Financial liabilities				
Other liabilities		267,508	–	267,508
Lease liabilities	2.30%	3,216	11,524	14,740
Total undiscounted financial liabilities		270,724	11,524	282,248
Total net undiscounted financial assets/ (liabilities)		6,197,406	(11,524)	6,185,882
2024				
Financial assets				
Trade receivables	–	242,266	–	242,266
Other receivables	–	142,988	–	142,988
Cash and cash equivalents	–	14,314,443	–	14,314,443
Total undiscounted financial assets		14,699,697	–	14,699,697
Financial liabilities				
Other liabilities	–	1,813,699	–	1,813,699
Lease liabilities	2.30%-4.00%	18,360	2,800	21,160
Total undiscounted financial liabilities		1,832,059	2,800	1,834,859
Total net undiscounted financial assets/ (liabilities)		12,867,638	(2,800)	12,864,838

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

26. Financial instruments, financial risks and capital management (cont'd)

(b) Financial risk management policies and objectives (cont'd)

(iv) Liquidity risk management (cont'd)

Liquidity and interest risk analyses (cont'd)

Non-derivative financial liabilities (cont'd)

Company	Weighted average effective interest risk	On demand or within 1 year	Within 2 to 5 years	Total
	%	\$	\$	\$
2025				
Financial assets				
Trade receivables		136,510	–	136,510
Other receivables		10,251	–	10,251
Cash and cash equivalents		6,341,515	–	6,341,515
Total undiscounted financial assets		6,488,276	–	6,488,276
Financial liabilities				
Other liabilities		629,856	–	629,856
Lease liabilities	2.30%	3,216	11,524	14,740
Total undiscounted financial liabilities		633,072	11,524	644,596
Total net undiscounted financial assets/ (liabilities)		5,855,205	(11,524)	5,843,681
2024				
Financial assets				
Trade receivables	–	422,248	–	422,248
Other receivables	–	69,677	–	69,677
Cash and cash equivalents	–	12,625,316	–	12,625,316
Total undiscounted financial assets		13,117,241	–	13,117,241
Financial liabilities				
Other liabilities	–	322,492	–	322,492
Lease liabilities	2.30%–4.00%	18,360	2,800	21,160
Total undiscounted financial liabilities		340,852	2,800	343,652
Total net undiscounted financial assets/ (liabilities)		12,776,389	(2,800)	12,773,589

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

26. Financial instruments, financial risks and capital management (cont'd)

(b) *Financial risk management policies and objectives (cont'd)*

(iv) Liquidity risk management (cont'd)

Liquidity and interest risk analyses (cont'd)

Non-derivative financial liabilities (cont'd)

The Group's non-derivative financial liabilities of \$267,508 as at 30 September 2025 (2024: \$1,814,554) are non-interest bearing and repayable on demand or due within 1 year from the end of the reporting period.

Non-derivative financial assets

All financial assets as at 30 September 2025 and 2024 are non-interest bearing and repayable on demand or due within 1 year from the end of the reporting period other than cash and cash equivalents disclosed in Note 5 to the financial statements

(v) Fair value of financial assets and financial liabilities

The carrying amounts of cash and cash equivalents, trade and other current receivables and payables and other liabilities approximate their respective fair values due to the relatively short-term maturity of these financial instruments or that they are floating rate instruments that are re-priced to market interest rates on or near the end of the reporting period. The fair value of other classes of financial assets and liabilities are disclosed in the respective notes to the financial statements.

The fair values of financial assets and liabilities, together with the carrying amounts shown in the statement of financial position are disclosed in the table below.

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Group				
Financial assets at amortised cost				
Cash and cash equivalents	6,438,487	14,314,443	6,341,515	12,625,316
Trade receivables	15,209	242,266	136,510	422,248
Other receivables	14,433	142,988	10,251	69,677
	<u>6,468,129</u>	<u>14,699,697</u>	<u>6,488,276</u>	<u>13,117,241</u>
Financial liabilities at amortised cost				
Other liabilities	267,508	1,813,699	629,856	322,492
Lease liabilities	13,709	20,646	13,709	20,646
	<u>281,217</u>	<u>1,834,345</u>	<u>643,565</u>	<u>343,138</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

26. Financial instruments, financial risks and capital management (cont'd)

(c) Capital management policies and objectives

The Group manages its capital to ensure that entities in the Group will be able to continue as going concern while maximising the return to stakeholders through the optimisation of relative proportions of debt and equity.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the year.

Management monitors capital based on the net debt-equity ratio, which is calculated as net debt divided by total capital. Net debt is calculated as bank loans less cash and cash equivalents, and total capital is calculated as equity including non-controlling interests in subsidiaries. The Group has fully repaid its bank loans in prior financial year.

27. Unconsolidated structured entities

The Group manages funds, which are unconsolidated structured entities. The Group holds 1 management share amounting to \$13 in these funds through the receipt of fund management fees. The management share does not entitle the Group to any dividend or other distribution nor to any payment in a winding up in excess of the amount paid.

Following the disposal of its subsidiaries on 6 February 2025 (Note 25), the Group no longer holds any management share in these funds.

The table below shows the assets under management of entities that the Group manages and the fees earned from these entities as at 30 September 2025 and 2024:

	Group			
	2025		2024	
	Assets under management	Fund management fee	Assets under management	Fund management fee
	\$	\$	\$	\$
Investment funds	—	—	—	—

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 30 September 2025

28. Dividends

	Group and Company	
	2025	2024
	\$	\$
<i>Ordinary dividends on ordinary shares:</i>		
Final cash dividend for 2025: Nil (2024: 1 cent per share)	–	844,980
<i>Special dividends on ordinary shares:</i>		
Special cash dividend for 2025: Nil (2024: 8.5 cents per share)	–	7,182,330
	–	8,027,310

29. Authorisation of financial statements for issue

The financial statements for the financial year ended 30 September 2025 were authorised for issue in accordance with a resolution of the directors on 5 January 2026.

STATISTICS OF SHAREHOLDING

As at 16 December 2025

Issued and paid up share capital	:	S\$13,292,106
Number of issued shares	:	84,498,000
Subsidiary holdings	:	Nil
Treasury shares	:	Nil
Class of share	:	Ordinary shares fully paid
Voting rights	:	One vote for each ordinary share

DISTRIBUTION OF SHAREHOLDERS BY SIZE OF SHAREHOLDINGS AS AT 16 DECEMBER 2025

Size of Shareholders	No. of Shareholders	%	No. of shares	%
1 - 99	2	1.11	3	0.00
100 - 1,000	32	17.78	14,500	0.02
1,001 - 10,000	63	35.00	327,119	0.39
10,001 - 1,000,000	75	41.67	6,896,708	8.16
1,000,001 and above	8	4.44	77,259,670	91.43
Total	180	100.00	84,498,000	100.00

TWENTY LARGEST SHAREHOLDERS AS AT 16 DECEMBER 2025

	Name of Shareholder	No. of Shares	% of Shares
1	GOLDHILL TRUST PTE LTD	62,466,590	73.93
2	ANG DE YU	4,769,284	5.64
3	OONG BING HUI	2,049,600	2.43
4	TAN ENG TIONG	2,000,000	2.37
5	CHAN KIM HOO	1,909,900	2.26
6	CHEW ENG KENG	1,581,500	1.87
7	DBS NOMINEES PTE LTD	1,296,275	1.53
8	OH CHEE TAT (HU ZHIDA)	1,186,521	1.40
9	OH KIAN CHYE	1,000,000	1.18
10	TAN SIEW HONG	1,000,000	1.18
11	OH HONG LEE	1,000,000	1.18
12	TOO AH KIT OR CHEW GEOK PENG	500,000	0.59
13	LIM YUH SHIUAN	474,608	0.56
14	SEE WEE SIAH	274,500	0.32
15	DANIEL TAN POON KUAN	200,000	0.24
16	TAN YEO KEE	200,000	0.24
17	CHONG YEN CHAN	178,600	0.21
18	LIM CHIN CHYE	124,600	0.15
19	MOOMOO FINANCIAL SINGAPORE PTE. LTD.	119,800	0.14
20	HSBC (SINGAPORE) NOMINEES PTE LTD	118,357	0.14
	Total:	82,450,135	97.56

STATISTICS OF SHAREHOLDING

As at 16 December 2025

PERCENTAGE OF SHAREHOLDING HELD IN THE HANDS OF THE PUBLIC

Based on the information available to the Company as at 16 December 2025, approximately 20.43% of the issued ordinary shares of the Company is held by the public. Accordingly, Rule 723 of the Listing Manual Section B. Rules of Catalist of the SGX-ST ("**Catalist Rules**") has been complied with.

SUBSTANTIAL SHAREHOLDERS

No.	Name of Shareholder	Direct Interest		Deemed Interest	
		No. of shares	%	No. of shares	%
1	Goldhill Trust Pte. Ltd.	62,466,590	73.93	–	–
2	Ang De Yu	4,769,284	5.64	–	–
3	Alex Tan	–	–	62,466,590	73.93
4	Tan Theng Hong, Amos	–	–	62,466,590	73.93

Goldhill Trust is an investment holding company incorporated in Singapore on 10 May 2018. Mr. Alex Tan and Mr. Tan Theng Hong, Amos, each owns 50% of the issued share capital of Goldhill Trust. As such, Mr. Alex Tan and Mr Tan Theng Hong, Amos are deemed to be interested in the ordinary shares of the Company owned by Goldhill Trust pursuant to Section 4 of the Securities and Futures Act 2001. Mr. Alex Tan is also the Executive Director and CEO of the Company.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Annual General Meeting ("**AGM**") of OneApex Limited (the "**Company**") will be held at NUSS Suntec City Guild House, 3 Temasek Boulevard (Tower 5) #02- 401/402, SCGH College Room, Suntec City Mall, Singapore 038983 on Friday, 30 January 2026 at 10.00 a.m. to transact the following purposes:

AS ORDINARY BUSINESS

1. To receive and adopt the Directors' Statement and the Audited Financial Statements for the financial year ended 30 September 2025 together with the Auditors' Report thereon. **(Resolution 1)**
2. To re-elect Mr. See Chiau Hwa who is retiring pursuant to Regulation 100 of the Company's Constitution and who, being eligible, offers himself for re-election as a Director of the Company. **(Resolution 2)**
[See Explanatory Note (i)]
3. To approve the payment of Directors' Fees of S\$155,000 for the financial year ending 30 September 2026, to be paid half-yearly in arrears. (2025: S\$155,000) **(Resolution 3)**
4. To re-appoint Messrs Ernst & Young LLP as the Auditors of the Company and to authorise the Directors of the Company to fix their remuneration. **(Resolution 4)**
5. To transact any other ordinary business which may properly be transacted at an AGM.

AS SPECIAL BUSINESS

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

6. Authority to allot and issue shares in the capital of the Company

That pursuant to Section 161 of the Companies Act 1967 of Singapore (the "**Companies Act**") and Rule 806 of the Listing Manual Section B: Rules of Catalist (the "**Catalist Rules**") of the Singapore Exchange Securities Trading Limited (the "**SGX-ST**"), authority be and is hereby given to the Directors to:

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

- (b) (notwithstanding that the authority conferred by this Resolution may have ceased to be in force) issue Shares in pursuance of the Instruments made or granted by the Directors while this Resolution was in force,

NOTICE OF ANNUAL GENERAL MEETING

provided that:

- (1) the aggregate number of Shares to be issued pursuant to this Resolution (including Shares to be issued in pursuance of the Instruments, made or granted pursuant to this Resolution) shall not exceed one hundred per cent (100%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings) (as calculated in accordance with sub-paragraph (2) below) or such other limit as may be prescribed by the Catalist Rules as at the date this Resolution is passed, of which the aggregate number of Shares to be issued other than on a pro-rata basis to existing shareholders of the Company (including Shares to be issued in pursuance of the Instruments, made or granted pursuant to this Resolution) shall not exceed fifty per cent. (50%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings) (as calculated in accordance with sub-paragraph (2) below) or any such other limit as may be prescribed by the Catalist Rules as at the date this Resolution is passed;
- (2) (subject to such manner of calculation and adjustments as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of Shares that may be issued under sub-paragraph (1) above, the percentage of issued Shares shall be based on the total number of issued Shares (excluding treasury shares and subsidiary holdings) at the time of passing of this Resolution, after adjusting for:
 - (i) new Shares arising from the conversion or exercise of any convertible securities;
 - (ii) new Shares arising from exercising share options or vesting of share awards which are outstanding and subsisting at the time this Resolution is passed, provided that the share options or share awards (as the case may be) were granted in compliance with Part VIII of Chapter 8 of the Catalist Rules; and
 - (iii) any subsequent bonus issue, consolidation or subdivision of Shares,any adjustments made in accordance with subparagraphs (b)(2)(i) and (b)(2)(ii) above shall only be made in respect of new Shares arising from convertible securities and Instruments which were issued and outstanding and/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 Catalist Rules for the time being in force (unless such compliance has been waived by the SGX-ST), all applicable legal requirements under the Companies Act and otherwise, and the Constitution for the time being of the Company; and
- (4) the authority conferred by this Resolution shall, unless revoked or varied by the Company in general meeting, continue to be in force until the conclusion of the next AGM or the date by which the next AGM of the Company is required by law to be held, whichever is earlier.

(Resolution 5)

[See Explanatory Note (ii)]

7. Proposed renewal of the Share Buy-Back Mandate

That:

- (a) for the purposes of Sections 76C and 76E 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 Shares not exceeding in aggregate the Maximum Limit (as hereinafter defined), at such price(s) as may be determined by the Directors of the Company from time to time up to the Maximum Price (as hereinafter defined), whether by way of:

NOTICE OF ANNUAL GENERAL MEETING

- (i) on-market purchase(s) (each a “**Market Purchase**”) transacted on the SGX-ST through the ready market, and which may be transacted through one (1) or more duly licensed stockbrokers appointed by the Company for the purpose; and/or
- (ii) off-market purchase(s) (each an “**Off-Market Purchase**”) 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 the Catalist Rules and the Companies Act,

and otherwise in accordance with all other laws and regulations, including but not limited to, the provisions of the Companies Act, the Constitution of the Company and the Catalist Rules as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the “**Share Buy-Back Mandate**”);

- (b) unless varied or revoked by the Company in general meeting, the authority conferred on the Directors of the Company pursuant to the Share Buy-Back Mandate may be exercised by the Directors at any time and from time to time during the Relevant Period (as hereinafter defined);
- (c) for purposes of this Resolution:

“**Maximum Limit**” means ten per cent (10%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings) as at the date of the passing of this Resolution 6, unless the Company has effected a reduction of the share capital of the Company (other than a reduction by virtue of a share buy-back) in accordance with the applicable provisions of the Companies Act, at any time during the Relevant Period (as hereinafter defined) in which event the issued Shares shall be taken to be the total number of the issued Shares as altered by such capital reduction (the total number of Shares shall exclude any Shares that may be held as treasury shares by the Company and subsidiary holdings from time to time);

“**Maximum Price**”, in relation to a Share to be purchased or acquired, means the purchase price (excluding brokerage, stamp duties, commission, applicable goods and services tax and other related expenses) which shall not exceed:

- (i) in the case of a Market Purchase, five per cent (5%) above the average of the closing market prices of the Shares over the five (5) Market Days on which transactions in the Shares were recorded before the day on which the Market Purchase was made by the Company and deemed to be adjusted for any corporate action that occurred during the relevant five (5)-day period and the day on which the Market Purchase was made; and
- (ii) in the case of an Off-Market Purchase pursuant to an equal access scheme, fifteen per cent (15%) above the average of the closing market prices of the Shares over the five (5) Market Days on which transactions in the Shares were recorded before the day on which the Company makes an announcement of an offer under the Off-Market Purchase scheme stating the purchase price (which shall 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, and deemed to be adjusted for any corporate action that occurred during the relevant five (5)-day period and the day on which the announcement was made;

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

“**Relevant Period**” means the period commencing from the date of the passing of this Resolution 6 and expiring on the earliest of (i) the date on which the next AGM of the Company is held or is required by law to be held, (ii) the date on which the share buy-backs are carried out to the full extent of the Share Buy-Back Mandate or (iii) the date the said mandate is revoked or varied by the Company in a general meeting;

NOTICE OF ANNUAL GENERAL MEETING

- (d) the number of Shares which may in aggregate be purchased or acquired by the Company during the Relevant Period shall be subject to the Maximum Limit;
- (e) the Directors of the Company and/or any of them be and are hereby authorised to deal with the Shares purchased by the Company, pursuant to the Share Buy-Back Mandate in any manner as they think fit, which is permitted under the Companies Act; and
- (f) the Directors of the Company and/or any of them be and are hereby authorised to complete and do all such acts and things (including without limitation, to execute all such documents as may be required and to approve any amendments, alterations or modifications to any documents), as they and/or he may consider desirable, expedient or necessary to give effect to the transactions contemplated by this Resolution. **(Resolution 6)**

[See Explanatory Note (iii)]

8. Proposed Renewal of the IPT General Mandate

That:

- (a) approval be and is hereby given for the purposes of Chapter 9 of the Catalist Rules of the SGX-ST, for the Company, its subsidiaries and associated companies that are considered to be “entities at risk” under Chapter 9 of the Catalist Rules, or any of them, to enter into any of the transactions falling within the types of interested party transactions described in paragraph 3.5 of the Appendix, with any party who is of the class of interested persons described in paragraph 3.4 of the Appendix, provided that such transactions are made on normal commercial terms, will not be prejudicial to the interests of the Company and its minority shareholders, and in accordance with the guidelines and review procedures for such transactions as set out in the Appendix (the “**IPT General Mandate**”);
- (b) the IPT General Mandate shall, unless revoked or varied by the Company in general meeting, continue in force until the conclusion of the next AGM of the Company;
- (c) the Audit Committee of the Company be and are hereby authorised to take such action as they deem proper in respect of procedures and to implement such procedures as may be necessary to take into consideration any amendment to Chapter 9 of the Catalist Rules which may be prescribed by the SGX-ST from time to time; and
- (d) the Directors of the Company be and are hereby authorised to complete and do all such acts and things (including executing all such documents as may be required) as they may consider expedient or necessary or in the interests of the Company to give effect to the IPT General Mandate and/or the transactions contemplated by this Resolution. **(Resolution 7)**

By Order of the Board

Leong Chuo Ming
Company Secretary
Singapore, 15 January 2026

NOTICE OF ANNUAL GENERAL MEETING

Explanatory Notes:

- (i) Mr. See Chiau Hwa will, upon re-election as a Director of the Company, remain as the Chairman of the Nominating and Remuneration Committees and a member of Audit and Risk Committees. The Board considers Mr. See Chiau Hwa to be independent for the purpose of Rule 704(7) of the Catalist Rules.

Detailed information pursuant to Rule 720(5) of the Catalist Rules on Mr. See Chiau Hwa who is proposed to be re-elected as a Director of the Company can be found in the Corporate Governance Report in the Company's Annual Report for the financial year ended 30 September 2025.

- (ii) The Ordinary Resolution 5 proposed in item 6 above, if passed, will empower the Directors from the date of this AGM until the date of the next AGM of the Company or the date by which the next AGM of the Company is required by law to be held or such authority is varied or revoked 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. The aggregate number of Shares (including Shares to be made in pursuance of Instruments made or granted pursuant to Ordinary Resolution 5) which the Directors may allot and issue, shall not exceed, in total, one hundred per cent (100%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings), of which the total number of Shares issued other than on a pro-rata basis to existing shareholders of the Company, shall not exceed fifty per cent (50%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings).

For determining the aggregate number of Shares that may be issued, the percentage of issued Shares will be calculated based on the total number of issued Shares (excluding treasury shares and subsidiary holdings) at the time Ordinary Resolution 5 is passed after adjusting for new Shares arising from the conversion or exercise of any convertible securities, the exercise of share options or the vesting of share awards outstanding or subsisting at the time when Ordinary Resolution 5 is passed and any subsequent bonus issue, consolidation or subdivision of Shares.

- (iii) The Ordinary Resolution 6 proposed in item 7 above, if passed, will empower the Directors of the Company, from the date of this AGM until the date the next AGM is to be held or is required by law to be held, the share buy-backs are carried out to the full extent of the Share Buy-Back Mandate or such authority is varied or revoked by the Company in a general meeting, whichever is the earlier, to make purchases (whether by way of Market Purchases or Off-Market Purchases on an equal access scheme) from time to time of up to ten per cent (10%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings), at prices up to but not exceeding the Maximum Price. The rationale for, the authority and limitation on, the sources of funds to be used for the purchase or acquisition including the amount of financing and the financial effects of the purchase or acquisition of Shares by the Company pursuant to the Share Buy-Back Mandate are set out in greater detail in Section 2 of the Appendix.

Notes:

The AGM will be held, in a wholly physical format, at NUSS Suntec City Guild House, 3 Temasek Boulevard (Tower 5) #02- 401/402, SCGH College Room, Suntec City Mall, Singapore 038983 on Friday, 30 January 2026 at 10.00 a.m., for the purpose of considering and, if thought fit, passing with or without modifications, the resolutions set out in the Notice of AGM. There will be no option for Members to participate virtually. Printed copies of the Annual Report, Notice of AGM and the Proxy Form will be sent by post to shareholders of the Company ("**Shareholders**"). The Annual Report, Notice of AGM and the accompanying proxy form for the AGM will also be published via SGXNET and/or the Company's website at <http://oneapex.wixsite.com/home/investor-relations>.

1. A member of the Company ("**Member**"), who is not a relevant intermediary, is entitled to appoint one (1) or two (2) proxies to attend, speak and vote at the AGM. Where such Member's Proxy Form appoints more than one (1) proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the Proxy Form.
2. A Member, who is a relevant intermediary, is entitled to appoint more than two (2) proxies to attend, speak and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such Member. Where such Member's Proxy Form appoints more than two (2) proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the Proxy Form. "Relevant intermediary" has the meaning ascribed to it in Section 181 of the Companies Act 1967.
3. A proxy need not be a member of the Company.
4. The Proxy Form must be submitted to the Company in the following manner:
 - (a) if sent personally or by post, be lodged by the Company's principal place of business at 38 Jalan Pemimpin, #02-05, Singapore 577178, attention to OneApex AGM; or
 - (b) if submitted by email, be received by the Company at contactus@oneapex.com.sg.

in either case, by no later than 10.00 a.m. on 27 January 2026, and in default the instrument of proxy shall not be treated as valid.

NOTICE OF ANNUAL GENERAL MEETING

5. Members who wish to submit an instrument of proxy must first complete and sign the Proxy Form, before submitting it personally or by post to the address provided above, or scanning and sending it by email to the email address provided above.
6. Members are strongly encouraged to submit the completed Proxy Form electronically via email.
7. The instrument appointing the proxy or proxies must be executed under the hand of the appointor or attorney duly authorised in writing. Where the instrument appointing the proxy or proxies is executed by a corporation, it must be executed either under its common seal or under the hand of its attorney or by an officer duly authorised. Where the instrument appointing the proxy or proxies is executed by an attorney on behalf of the appointor, the letter or power of attorney or a duly certified copy thereof must be lodged with the instrument, failing which the instrument may be treated as invalid.
8. The Company shall be entitled to reject the instrument appointing the 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 the proxy or proxies (including any related attachment or supporting documents) (such as in the case where the appointor submits more than one instrument appointing the proxy or proxies).
9. CPF/SRS investors should approach their respective CPF agent banks or SRS Operators to submit their voting instructions by no later than 10.00 a.m. on 20 January 2026 (being seven (7) working days before the AGM) to ensure that their votes are submitted.
10. Members whose Shares are entered against his/her/its name in the Depository Register, the Company may reject any instrument appointing the proxy or proxies lodged if such member, being the appointor, is not shown to have Shares entered against his/her/its name in the Depository Register as at 10.00 a.m. on 27 January 2026, as certified by The Central Depository (Pte) Limited to the Company.

Submission of Questions in advance

11. Members may submit substantial and relevant questions related to the resolutions to be tabled for approval for the AGM in advance of the AGM.
12. If a Member wishes to submit questions related to the resolutions to be tabled for approval at the AGM, all questions must be submitted no later than 22 January 2026 through any of the following means:
 - (a) in hard copy by sending personally or by post and lodging the same at the Company's principal place of business at 38 Jalan Pemimpin, #02-05, Singapore 577178, attention to OneApex AGM; or
 - (b) by email to the Company at contactus@oneapex.com.sg.

When sending your questions via email or by hardcopy, please also provide us with the following details:

- (a) your full name;
 - (b) your address;
 - (c) number of Share held; and
 - (d) the manner in which you hold the Shares in the Company (e.g. via CDP, CPF or SRS).
13. The Company will address all substantial and relevant questions relating to the resolutions to be tabled for approval at the AGM as received from Members in the manner set out in paragraph 12 above no later than 10.00 a.m. on 25 January 2026 via SGXNET and/or the Company's website at <http://oneapex.wixsite.com/home/investor-relations>. Substantial and relevant questions which are received after the aforementioned deadline will be consolidated and addressed at the AGM. The response(s) from the Board and the Management of the Company shall thereafter be published on SGXNET, together with the minutes of the AGM, within one (1) month after the conclusion of the AGM.
14. Please be informed that the Company will be providing light refreshments at the AGM.

NOTICE OF ANNUAL GENERAL MEETING

PERSONAL DATA PRIVACY:

By submitting an instrument appointing the proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a Member (i) consents to the collection, use and disclosure of the Member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agent) 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 Member discloses the personal data of the Member's proxy(ies) and/or representative(s) to the Company (or its agents), the Member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the Member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the Member's breach of warranty.

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

The contact person for the Sponsor is Mr. Andrew Leo, Chief Executive Officer, at 7 Temasek Boulevard, #04-02 Suntec Tower 1, Singapore 038987, telephone (65) 6950 2188.

APPENDIX DATED 15 JANUARY 2026

THIS APPENDIX IS IMPORTANT AND REQUIRES YOUR IMMEDIATE ATTENTION. PLEASE READ IT CAREFULLY.

If you are in any doubt about its contents or the action you should take, you should consult your stockbroker, bank manager, solicitor, accountant or other professional adviser immediately.

Capitalised terms appearing on the cover of this Appendix have the same meanings as defined in the section titled "DEFINITIONS" of this Appendix.

This Appendix is circulated to the shareholders of OneApex Limited (the "**Company**") ("**Shareholders**") together with the Company's annual report for the financial year ended 30 September 2025 (the "**2025 Annual Report**"). Its purpose is to explain to the Shareholders the rationale and provide information relating to the proposed renewal of the Share Buy-Back Mandate (as defined hereinafter) and the proposed modifications to, and renewal of, the IPT General Mandate (as defined hereinafter) to be tabled at the 2026 AGM (as defined hereinafter).

The ordinary resolutions proposed to be passed in relation to the proposed renewal of the Share Buy-Back Mandate and the proposed modifications to, and renewal of, the IPT General Mandate are set out as Ordinary Resolution 6 and Ordinary Resolution 7 respectively, in the Notice of AGM and proxy form which are enclosed with the 2025 Annual Report.

If you have sold or transferred all your Shares (as defined hereafter), you should immediately forward the 2025 Annual Report (together with the Notice of AGM and proxy form which are enclosed therewith) and this Appendix to the purchaser or transferee, or to the bank, stockbroker or other agent through whom the sale or transfer was effected for onward transmission to the purchaser or transferee.

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

The contact person for the Sponsor is Mr. Andrew Leo, Chief Executive Officer, Novus Corporate Finance Pte. Ltd. at 7 Temasek Boulevard, #04-02 Suntec Tower 1, Singapore 038987, telephone (65) 6950 2188.



ONEAPEX

ONEAPEX LIMITED

(Company Registration Number: 201020806C)

(Incorporated in the Republic of Singapore)

APPENDIX TO SHAREHOLDERS

in relation to:-

- (1) THE PROPOSED RENEWAL OF THE SHARE BUY-BACK MANDATE; AND
- (2) THE PROPOSED RENEWAL OF THE IPT GENERAL MANDATE.

APPENDIX

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DEFINITIONS

For the purposes of this Appendix, the following definitions apply throughout unless the context otherwise requires or otherwise stated:

"2025 Annual Report"	: The annual report of the Company for the financial year ended 30 September 2025
"2025 AGM"	: The annual general meeting of the Company convened and held on 27 January 2025
"2026 AGM"	: The annual general meeting of the Company to be convened and held on 30 January 2026
"ACRA"	: The Accounting & Corporate Regulatory Authority of Singapore
"AGM"	: The annual general meeting of the Company
"Appendix"	: This appendix to Shareholders dated 15 January 2026 in relation to the proposed renewal of the Share Buy-Back Mandate and the proposed modifications to, and renewal of, the IPT General Mandate
"associate"	: (a) in relation to any Director, Chief Executive Officer, Substantial Shareholder or Controlling Shareholder (being an individual) means: <ul style="list-style-type: none"> (i) his immediate family; (ii) the trustees of any trust of which he or his immediate family is a beneficiary, or in the case of a discretionary trust, is a discretionary object; and (iii) any company in which he and his immediate family together (directly or indirectly) have an interest of 30% or more; and (b) in relation to a Substantial Shareholder or a Controlling Shareholder (being a company) means any other company which is its subsidiary or holding company or is a subsidiary of such holding company or one in the equity of which it and/or such other company or companies taken together (directly or indirectly) have an interest of 30% or more
"Audit Committee"	: The audit committee of the Company for the time being
"Board"	: The board of directors of the Company for the time being
"Catalist"	: The sponsor-supervised listing platform of the SGX-ST
"Catalist Rules"	: The SGX-ST Listing Manual Section B: Rules of Catalist, as amended, modified or supplemented from time to time
"CDP"	: The Central Depository (Pte) Limited
"Chief Executive Officer"	: The chief executive officer of the Company for the time being
"Chief Financial Officer"	: The chief financial officer of the Company for the time being

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"Companies Act"	: The Companies Act, Chapter 50 of Singapore, as amended, modified or supplemented from time to time
"Company"	: OneApex Limited
"Constitution"	: The constitution of the Company, as amended from time to time
"Contemplated Associates"	: The associates of (i) Mr. Tan Pei Hong, Alex (Chen Peifeng) and (ii) Mr. Tan Theng Hong, Amos, who may enter into a Transaction with the Company, and as more particularly described in paragraph 3.4 of this Appendix
"Controlling Shareholder"	: A person who: <ul style="list-style-type: none"> (a) holds directly or indirectly 15% or more of the nominal amount of all voting shares in the Company; or (b) in fact exercises control over the Company
"Director"	: A director of the Company for the time being
"entity at risk"	: Means, in relation to the Company: <ul style="list-style-type: none"> (a) the Company; (b) a subsidiary of the Company that is not listed on the SGX-ST or an approved exchange; or (c) an associated company of the Company that is not listed on the SGX-ST or an approved exchange, provided that the Group, or the Group and its interested person(s), has control over the associated company
"EPS"	: Earnings per Share
"Financial Investments Services Business"	: The Group's financial investments services business, which includes the fund management business, wealth management and family office advisory services, as more particularly described in the January 2019 Circular
"FY2025"	: Financial year ended 30 September 2025
"Group"	: The Company and its subsidiaries, collectively
"immediate family"	: In relation to a person, means the person's spouse, child, adopted child, step-child, sibling and parent
"interested person"	: Means, in relation to the Company: <ul style="list-style-type: none"> (a) a Director, Chief Executive Officer, or Controlling Shareholder; or (b) an associate of any such Director, Chief Executive Officer, or Controlling Shareholder
"interested person transaction"	: A Transaction between an "entity at risk" and an "interested person"

"IPT General Mandate"	: A general mandate given by the Shareholders pursuant to Chapter 9 of the Catalyst Rules, authorising the Group, in their ordinary course of business, to enter into the categories of transactions specified in paragraph 3.5 of this Appendix with any Contemplated Associate subject to the guidelines and review procedures for such transactions as set out in this paragraph 3.7 of this Appendix
"IPT Guidelines and Review Procedures"	: The methods or procedures for determining Transaction prices for interested person transactions with a Contemplated Associate, as more particularly described in paragraph 3.7 of this Appendix
"IPT Register"	: A register maintained by the Company to record all interested person transactions, including interested person transactions below S\$100,000, as more particularly described in paragraph 3.7 of this Appendix
"IPT Review Procedure Thresholds"	: The review procedure thresholds, as more particularly described in paragraph 3.7 of this Appendix
"January 2019 Circular"	: The circular to Shareholders dated 9 January 2019 in relation to the proposed change of name, the proposed diversification of the business of the Group and the proposed adoption of the IPT General Mandate
"Latest Practicable Date"	: 6 January 2026, being the latest practicable date prior to the release of this Appendix
"LPS"	: Loss per Share
"NAV"	: Net asset value
"Market Day"	: A day on which the SGX-ST is open for securities trading
"Notice of AGM"	: The notice of AGM dated 15 January 2026
"NTA"	: Net tangible asset
"Property Business"	: The Group's property business, which includes the Property Investment Business, Property Management Business and Property Development Business, as more particularly described in the January 2019 Circular
"Property Development Business"	: The Group's property development activities including acquisition, development and/or sale of commercial and residential properties and hotels, as more particularly described in the January 2019 Circular
"Property Investment Business"	: The Group's investments into various properties for rental income and/or capital growth, as more particularly described in the January 2019 Circular
"Property Management Business"	: The Group's management of various properties for the collection of fees for the provision of property related services and facilities, as more particularly described in the January 2019 Circular
"Proposed Diversification"	: The proposed diversification of the Group's business to include the Property Business and the Financial Investments Services Business, as more particularly described in the January 2019 Circular

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"Recommending Directors"	: Directors who are regarded as independent for the purposes of making a recommendation on the proposed modifications to, and renewal of the IPT General Mandate, namely, Mr. Low Chin Parn Eric and See Chiau Hwa
"Relevant Period"	: The period commencing from the date on which the resolution relating to the proposed renewal of the Share Buy-Back Mandate is passed at the forthcoming 2026 AGM and expiring on the earliest of the date on which the next AGM is held or required by law to be held, the date on which the share buy-backs are carried out to the full extent of the Share Buy-Back Mandate or the date on which the authority conferred in the Share Buy-Back Mandate is revoked or varied by the Company in a general meeting
"SGX-ST"	: The Singapore Exchange Securities Trading Limited
"SFA"	: The Securities and Futures Act, Chapter 289 of Singapore, as amended, modified or supplemented from time to time
"SF(LCB)R"	: Securities and Futures (Licensing and Conduct of Business) Regulations (Chapter 289, Regulation 10), as amended, modified or supplemented from time to time
"Shareholders"	: Registered holders of Shares in the Register of Members of the Company, except that where the registered holder is the CDP, the term "Shareholders" shall, in relation to such Shares and where the context admits, mean the persons named as Depositors in the Depository Register maintained by CDP whose securities accounts are credited with those Shares. Any reference to Shares held by or shareholdings of Shareholders shall include Shares standing to the credit of their respective securities accounts in the Depository Register maintained by CDP
"Share Buy-Back Mandate"	: The general and unconditional mandate to authorise the Directors to exercise all powers of the Company to purchase or otherwise acquire issued Shares within the Relevant Period, in accordance with the terms set out in this Appendix, as well as the rules and regulations set forth in the Companies Act and the Catalyst Rules
"Share(s)"	: Ordinary shares in the capital of the Company
"SIC"	: The Securities Industry Council of Singapore
"Sponsor"	: Novus Corporate Finance Pte. Ltd.
"Subsidiary Holdings"	: Shares held by subsidiaries of the Company in accordance with the Companies Act
"Substantial Shareholders"	: A person who has an interest (directly or indirectly) in one (1) or more voting Shares and the total votes attaching to that Share, or those Shares, is not less than 5% of the total votes attached to all the voting Shares in the Company
"Take-over Code"	: The Singapore Code on Take-overs and Mergers, as modified, supplemented or amended from time to time

“Transaction” : Includes:

- (a) the provision or receipt of financial assistance;
- (b) the acquisition, disposal or leasing of assets;
- (c) the provision or receipt of services;
- (d) the issuance or subscription of securities;
- (e) the grant of or being granted options; and
- (f) the establishment of joint ventures or joint investments,

whether or not in the ordinary course of business, and whether or not entered into directly or indirectly (for example through one or more interposed entities)

Currencies and Units

“S\$” and “cents” : Singapore dollars and cents respectively, the lawful currency of the Republic of Singapore

“%” : per centum or percentage

The terms **“Depositor”**, **“Depository”**, **“Depository Agent”** and **“Depository Register”** shall have the meanings ascribed to them, respectively, in Section 81SF of the SFA.

The term **“subsidiary”** shall have the meaning ascribed to it in Section 5 of the Companies Act.

The term **“treasury shares”** shall have the meaning ascribed to it in Section 76H of the Companies Act.

Words importing the singular shall, where applicable, include the plural and *vice versa*. Words importing the masculine gender shall, where applicable, include the feminine and neuter genders and *vice versa*. References to persons shall include corporations.

Any reference in this Appendix to any enactment is a reference to that enactment as for the time being amended or re-enacted. Any word defined under the Companies Act, the SFA, the Catalist Rules or any statutory modification thereof and not otherwise defined in this Appendix, shall have the same meaning assigned to it under the Companies Act, the SFA, the Catalist Rules or any statutory modification thereof, as the case may be.

Any reference to a time of day in this Appendix shall be a reference to Singapore time unless otherwise stated.

Any discrepancies in figures included in this Appendix between the amounts and totals thereof are due to rounding. Accordingly, figures shown as totals in this Appendix may not be an arithmetic aggregation of the figures that precede them.

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ONEAPEX LIMITED

(Company Registration Number: 201020806C)
(Incorporated in the Republic of Singapore)

Directors

Mr. Low Chin Parn Eric (Independent Non-Executive Chairman)
Mr. Tan Pei Hong, Alex (Chen Peifeng) (Executive Director and Chief Executive Officer)
Mr. See Chiau Hwa (Independent Non-Executive Director)
Ms Tan Shu Hui Eileen (Non-Independent Non-Executive Director)

Registered Office

9 Raffles Place
#08-03 Republic Plaza
Singapore 048619

15 January 2026

To: The Shareholders of OneApex Limited

Dear Sir / Madam

- (1) **THE PROPOSED RENEWAL OF THE SHARE BUYBACK MANDATE; AND**
- (2) **THE PROPOSED RENEWAL OF THE IPT GENERAL MANDATE.**

1. INTRODUCTION

We refer to the Notice of AGM enclosed with the 2025 Annual Report, convening the 2026 AGM which is scheduled to be held on 30 January 2026 and the following Ordinary Resolutions set out in the Notice of AGM:

- (a) Ordinary Resolution 6 in relation to the proposed renewal of the Share Buy-Back Mandate under the heading "Special Business" set out in the Notice of AGM; and
- (b) Ordinary Resolution 7 in relation to the proposed renewal of the IPT General Mandate under the heading "Special Business" set out in the Notice of AGM,

(collectively, the "**Proposed Resolutions**").

The purpose of this Appendix is to provide Shareholders with information relating to and explain the rationale for the Proposed Resolutions.

This Appendix has been prepared solely for the purposes outlined above and may not be relied upon by any other person (other than the Shareholders to whom this Appendix is despatched by the Company) or for any other purpose.

2. THE PROPOSED RENEWAL OF THE SHARE BUYBACK MANDATE

2.1 The Existing Share Buy-Back Mandate

At the extraordinary general meeting of the Company held on 20 January 2012, the Shareholders had approved the Share Buy-Back Mandate to enable the Company to purchase or otherwise acquire Shares. At the 2025 AGM, the Shareholders approved the renewal of the Share Buy-Back Mandate. As the Share Buy-Back Mandate will expire on the date of the forthcoming 2026 AGM, the Directors propose that the Share Buy-Back Mandate be renewed at the 2026 AGM.

2.2 Background

The Companies Act allows a Singapore-incorporated company to purchase or otherwise acquire its issued ordinary shares, stocks and preference shares if the purchase or acquisition is permitted under its constitution.

Any purchase or acquisition of Shares by the Company would have to be made in accordance with, and in the manner prescribed by, the Companies Act and the Catalist Rules and such other laws and regulations as may for the time being be applicable. As the Company is listed on Catalist, it is also required to comply with Part XI of Chapter 8 of the Catalist Rules, which relates to the purchase or acquisition by an issuer of its own shares. Regulation 14(B) of the Constitution expressly permits the Company to purchase its issued Shares.

It is a requirement under the Companies Act and the Catalist Rules that a company which wishes to purchase or otherwise acquire its own shares should obtain approval of its shareholders to do so at a general meeting. Accordingly, approval is being sought from Shareholders at the 2026 AGM for the proposed renewal of the Share Buy-Back Mandate.

If approved by Shareholders at the 2026 AGM, the authority conferred by the Share Buy-Back Mandate will take effect from the date of the 2026 AGM at which the proposed renewal of the Share Buy-Back Mandate is approved ("**Approval Date**") and continue to be in force for the duration of the Relevant Period, which is until the earliest of the date on which the next AGM is held or is required by law to be held (whereupon it will lapse, unless renewed at such meeting), the date on which the share buy-backs are carried out to the full extent of the Share Buy-Back Mandate or the date on which the authority conferred in the Share Buy-Back Mandate is revoked or varied by the Company in a general meeting. Subject to its continued relevance to the Company, the Share Buy-Back Mandate will be put to Shareholders for renewal at each subsequent AGM.

2.3 Rationale for the Proposed Renewal of the Share Buy-Back Mandate

The Share Buy-Back Mandate will give the Company the flexibility to purchase or otherwise acquire its Shares if and when circumstances permit. The Directors believe that share buy-backs would allow the Company and its Directors to better manage the Company's share capital structure, dividend payout and cash reserves. In addition, it also provides the Directors a mechanism to facilitate the return of surplus cash over and above the Company's ordinary capital requirements in an expedient and cost-efficient manner, and the opportunity to exercise control over the Company's share capital structure with a view to enhancing the EPS and/or NAV per Share. Share buy-backs also help the Company to minimise the dilution impact arising from the issue and allotment of shares pursuant to any share scheme(s).

Pursuant to the Companies Act, Shares purchased or otherwise acquired pursuant to the Share Buy-Back Mandate may be held or dealt with as treasury shares.

The existing Shares purchased by the Company under the Share Buy-Back Mandate, if held as treasury shares, may be used for the purposes as set out in paragraph 2.6.3 below, which include but is not limited to the issuance of Shares pursuant to the exercise of any share option scheme and the vesting of such awards. Under the Companies Act, the Company may deliver Shares pursuant to the exercise of options granted under such share scheme(s) and/or awards granted in the form of existing Shares held as treasury shares and/or an issue of new Shares.

Shareholders should note that purchases or acquisitions of Shares pursuant to the Share Buy-Back Mandate will only be made when the Directors believe that such purchases or acquisitions would be made in circumstances which would not have a material adverse effect on the financial position of the Company and when the Directors believe that such purchases or acquisitions would be in the best interests of the Company and the Shareholders.

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2.4 Terms of the Proposed Renewal of the Share Buy-Back Mandate

The authority and limitations placed on purchases or acquisitions of Shares by the Company under the Share Buy-Back Mandate are summarised below:

2.4.1 Maximum number of Shares

Only Shares which are issued and fully paid-up may be purchased or acquired by the Company.

In accordance with Rule 867 of the Catalist Rules, the total number of Shares that may be purchased or acquired by the Company during the Relevant Period shall not exceed ten per cent. (10%) of the total number of issued Shares of the Company (excluding treasury shares and Subsidiary Holdings) as at the Approval Date, unless the Company has, at any time during the Relevant Period, reduced its share capital by a special resolution under Section 78C of the Companies Act, or the court has, at any time during the Relevant Period, made an order under Section 78I of the Companies Act confirming the reduction of share capital of the Company, in which event the total number of Shares shall be taken to be the total number of Shares as altered by the special resolution of the Company or the order of the court, as the case may be. For purposes of calculating the percentage of Shares referred to above, any of the Shares which are held as treasury shares and Subsidiary Holdings will be disregarded.

For illustrative purposes only, based on the existing issued and paid-up share capital of the Company as at the Latest Practicable Date comprising 84,498,000 Shares, and assuming no further Shares are issued on or prior to the 2026 AGM, no more than 8,449,800 Shares representing ten per cent. (10%) of the issued and paid-up share capital of the Company as at that date of the 2026 AGM may be purchased or acquired by the Company pursuant to the Share Buy-Back Mandate.

2.4.2 Duration of authority

Purchases or acquisitions of Shares may be made during the Relevant Period, which is at any time and from time to time, on and from the Approval Date, up to the earliest of:

- (a) the date on which the next AGM is held or required by law to be held; or
- (b) the date on which the share buy-backs are carried out to the full extent of the Share Buy-Back Mandate; or
- (c) the date on which the authority conferred in the Share Buy-Back Mandate is revoked or varied by the Company in a general meeting.

2.4.3 Manner of purchase of Shares

Purchases or acquisitions of Shares may be made by way of:

- (a) on-market purchases ("**Market Purchase**"), transacted on the SGX-ST through the ready market, and which may be transacted through one or more duly licensed stockbrokers appointed by the Company for that purpose; and/or
- (b) off-market purchases ("**Off-Market Purchase**") (if effected otherwise than on the SGX-ST) in accordance with an equal access scheme as defined in Section 76C of the Companies Act.

The Directors may impose such terms and conditions which are not inconsistent with the Share Buy-Back Mandate, the Catalist Rules, the Constitution and the Companies Act as they consider fit in the interests of the Company in connection with or in relation to an equal access scheme.

Pursuant to the Companies Act, an Off-Market Purchase must satisfy all of the following conditions:

- (i) offers for the purchase or acquisition of Shares shall be made to every person who holds Shares to purchase or acquire the same percentage of their Shares;

- (ii) all of those persons shall be given a reasonable opportunity to accept the offers made to them; and
- (iii) the terms of all the offers shall be the same, except that there shall be disregarded:
 - (A) differences in consideration attributable to the fact that the offers relate to Shares with different accrued dividend entitlements;
 - (B) (if applicable) differences in consideration attributable to the fact that the offers relate to Shares with different amounts remaining unpaid; and
 - (C) differences in the offers introduced solely to ensure that each person is left with a whole number of Shares.

In addition, the Catalist Rules provide that, in making an Off-Market Purchase, the Company must issue an offer document to all Shareholders containing at least the following information:

- (1) the terms and conditions of the offer;
- (2) the period and procedures for acceptances;
- (3) the reasons for the proposed share buy-back;
- (4) the consequences, if any, of share buy-backs by the Company that will arise under the Take-over Code or other applicable take-over rules;
- (5) whether the share buy-back, if made, would have any effect on the listing of the Shares on the SGX-ST;
- (6) details of any share buy-back made by the Company in the previous twelve (12) months (whether Off-Market Purchases in accordance with an equal access scheme or Market Purchases), setting out the total number of Shares purchased, the purchase price per Share or the highest and lowest prices paid for the purchases, where relevant, and the total consideration paid for the purchases; and
- (7) whether the Shares purchased by the Company will be cancelled or kept as treasury shares.

2.4.4 Maximum purchase price

The purchase price (excluding brokerage, stamp duties, commission, applicable goods and services tax and other related expenses) to be paid for a Share will be determined by the Directors. However, the purchase price to be paid for the Shares pursuant to the purchases or acquisitions of the Shares, excluding related expenses of the purchase or acquisition, must not exceed the Maximum Price (as defined hereinafter) which is:

- (a) in the case of a Market Purchase, five per cent. (5%) above the average of the closing market prices of the Shares over the five (5) Market Days on which transactions in the Shares were recorded, immediately preceding the day on which the Market Purchase was made by the Company and deemed to be adjusted for any corporate action that occurs after the relevant five (5)-day period; and
- (b) in the case of an Off-Market Purchase pursuant to an equal access scheme, fifteen per cent. (15%) above the average of the closing market prices of the Shares over the five (5) Market Days on which transactions in the Shares were recorded, immediately preceding the day on which the Company makes an announcement of an offer under the Off-Market Purchase scheme stating the purchase price (which shall not be more than the Maximum Price (as defined hereinafter) calculated on the foregoing basis) for each Share and the relevant terms of the equal access scheme for effecting the Off-Market Purchase, and deemed to be adjusted for any corporate action that occurs after the relevant five (5)-day period,

(the “**Maximum Price**”) in either case, excluding related expenses of the purchase.

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2.5 Status of Purchased Shares under the Share Buy-Back Mandate

A Share purchased or otherwise acquired by the Company is deemed cancelled immediately on purchase or acquisition (and all rights and privileges attached to the Share will expire on such cancellation) unless such Shares are held by the Company as treasury shares to the extent permitted under the Companies Act. Accordingly, the total number of issued Shares will be diminished by the number of Shares purchased or otherwise acquired by the Company and which are not held as treasury shares. All Shares purchased or acquired by the Company (other than treasury shares held by the Company to the extent permitted under the Companies Act), will be automatically de-listed by the SGX-ST, and the certificates in respect thereof will be cancelled and destroyed by the Company as soon as reasonably practicable following settlement of any such purchase or acquisition.

At the time of each purchase of Shares by the Company, the Directors will decide whether the Shares purchased will be cancelled or kept as treasury shares, or partly cancelled and partly kept as treasury shares, depending on the needs of the Company at that time. The Company may hold Shares purchased pursuant to the Share Buy-Back Mandate as treasury shares to be used, *inter alia*, in the issue of Shares pursuant to the exercise of options under any share option scheme and/or the grant of awards under any share scheme(s).

2.6 Treasury Shares

Under the Companies Act, Shares purchased or otherwise acquired by the Company may be held or dealt with as treasury shares. Some of the provisions on treasury shares under the Companies Act are summarised below.

2.6.1 Maximum holdings

The number of Shares held as treasury shares cannot at any time exceed ten per cent. (10%) of the total number of issued Shares. Any shares in excess of this limit shall be disposed of or cancelled in accordance with Section 76K of the Companies Act within six (6) months or such further periods as ACRA may allow.

2.6.2 Voting and other rights

The Company cannot exercise any right in respect of treasury shares. In particular, the Company cannot exercise any right to attend or vote at meetings and for the purposes of the Companies Act, the Company shall be treated as having no right to vote and the treasury shares shall be treated as having no voting rights.

In addition, no dividend may be paid, and no other distribution of the Company's assets may be made, to the Company in respect of treasury shares. However, the allotment of Shares as fully paid bonus shares in respect of treasury shares is allowed. Also, a subdivision or consolidation of any treasury shares into treasury shares of a greater or smaller number is allowed so long as the total value of the treasury shares after the subdivision or consolidation is the same as before.

2.6.3 Disposal and cancellation

Where Shares are held as treasury shares, the Company may at any time (subject to the Take-over Code):

- (a) sell the treasury shares (or any of them) for cash;
- (b) transfer the treasury shares (or any of them) for the purposes of, or pursuant to any share scheme of the Company, whether for employees, Directors or other persons;
- (c) transfer the treasury shares (or any of them) as consideration for the acquisition of shares in, or assets of, another company or assets of a person;

- (d) cancel the treasury shares (or any of them); or
- (e) sell, transfer or otherwise use the treasury shares (or any of them) for such other purposes as may be prescribed by the Minister for Finance.

2.7 Reporting Requirements

Within thirty (30) days of the passing of a Shareholders' resolution to approve any purchase or acquisition of Shares by the Company, the Company shall lodge a copy of such resolution with ACRA.

The Company shall notify ACRA within thirty (30) days of a purchase or acquisition of Shares on the SGX-ST or otherwise. Such notification shall include details of the purchase, including the date of the purchase or acquisition, the total number of Shares purchased or otherwise acquired by the Company, the number of Shares cancelled, the number of Shares held as treasury shares, the Company's issued share capital before the purchase or acquisition of Shares, the Company's issued share capital after the purchase or acquisition of Shares, the amount of consideration paid by the Company for the purchase or acquisition, whether the Shares were purchased or acquired out of profits or the capital of the Company and such other particulars as may be required by ACRA.

Within thirty (30) days of the cancellation or disposal of treasury shares in accordance with the provisions of the Companies Act, the Directors shall lodge with ACRA the notice of cancellation or disposal of treasury shares in the prescribed form as required by ACRA.

The Catalist Rules specify that a listed company shall notify the SGX-ST of all purchases or acquisitions of its shares no later than 9.00 a.m.:

- (a) in the case of a Market Purchase, on the Market Day following the day on which the Market Purchase was made; and
- (b) in the case of an Off-Market Purchase under an equal access scheme, on the second Market Day after the close of acceptance of the offer.

The notification of such purchase or acquisition of shares to the SGX-ST shall be in such form and shall include such details that the SGX-ST may prescribe. The Company shall make arrangements with its stockbrokers to ensure that they provide to the Company in a timely fashion, the necessary information which will enable the Company to make the necessary notifications to the SGX-ST.

2.8 Source of Funds

In purchasing or acquiring Shares, the Company may only apply funds legally available for such purchase or acquisition in accordance with the Constitution and the applicable laws of Singapore. The Company may not purchase its Shares for a consideration other than in cash or, in the case of a Market Purchase, for settlement otherwise than in accordance with the Catalist Rules. As stated in the Companies Act, the share buy-back may be made out of the Company's profits or capital so long as the Company is solvent.

Pursuant to Section 76F(4) of the Companies Act, a company is solvent if at the date of the payment made by the company in consideration of acquiring any right with respect to the purchase or acquisition of its own shares:

- (a) there is no ground on which the company could be found to be unable to pay its debts;
- (b) if:
 - (i) it is intended to commence winding up of the company within the period of twelve (12) months immediately after the date of the payment, the company will be able to pay its debts in full within the period of twelve (12) months after the date of commencement of the winding up; or

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- (ii) it is not intended so to commence winding up, the company will be able to pay its debts as they fall due during the period of twelve (12) months immediately after the date of the payment; and
- (c) the value of its assets is not less than the value of its liabilities (including contingent liabilities) and such value of its assets will not, after the proposed purchase, acquisition, variation or release (as the case may be) of the company's obligations, become less than the value of its liabilities (including contingent liabilities).

The Company intends to use internal sources of funds, or a combination of internal resources and external borrowings to finance the Company's purchase or acquisition of Shares pursuant to the Share Buy-Back Mandate. In purchasing or acquiring Shares pursuant to the Share Buy-Back Mandate, the Directors will, firstly, consider the availability of internal resources before considering the availability of external financing. The Directors do not propose to exercise the Share Buy-Back Mandate in a manner and to such extent that it would have a material adverse effect on the working capital requirements and/or the gearing of the Group.

2.9 Financial Effects

Under the Companies Act, the purchase or acquisition of Shares by the Company may be made out of the Company's capital or profits so long as the Company is solvent. Where the consideration paid by the Company for the purchase or acquisition of Shares is made out of profits, such consideration (including any expenses (including brokerage or commission) incurred directly in the purchase or acquisition by the Company of the Shares) will correspondingly reduce the profits of the Company and hence the amount available for the distribution of cash dividends by the Company. Where the consideration paid by the Company for the purchase or acquisition of Shares is made out of capital, such consideration (including any expenses (including brokerage or commission) incurred directly in the purchase or acquisition by the Company of the Shares) will correspondingly reduce the share capital of the Company but the amount available for the distribution of cash dividends by the Company will not be reduced. The NTA of the Company and of the Group will be reduced by the aggregate purchase price paid by the Company for the Shares.

For illustrative purposes only, as at the Latest Practicable Date, the issued and paid-up ordinary share capital of the Company (excluding treasury shares and Subsidiary Holdings) comprises 84,498,000 Shares. The exercise in full of the Share Buy-Back Mandate would result in the purchase of 8,449,800 Shares.

It is not possible for the Company to realistically calculate or quantify the impact of purchases or acquisitions of Shares that may be made pursuant to the Share Buy-Back Mandate on the NTA and EPS as the resultant effect would depend on, *inter alia*, the aggregate number of Shares purchased or otherwise acquired, whether the purchase or acquisition is made out of capital or profits, the purchase prices paid for such Shares and whether the Shares purchased or otherwise acquired are cancelled or held as treasury shares.

For illustrative purposes only, the financial effects of the Share Buy-Back Mandate on the Company and the Group, based on the audited financial statements of the Company and the Group for FY2025 are based on the following assumptions:

- (a) based on 84,498,000 Shares in issue as at the Latest Practicable Date and assuming no further Shares are issued or purchased and kept as treasury shares and there are no Subsidiary Holdings on or prior to the 2026 AGM, the maximum number of Shares that the Company can purchase or acquire without adversely affecting the ten per cent. (10%) public float requirement (as elaborated in paragraph 2.10.5 below) is 8,449,800 Shares or ten per cent. (10%) of the issued Shares;

- (b) in the case of Market Purchases by the Company and assuming that the Company purchases or acquires 8,449,800 Shares, the maximum amount of funds required for the purchase (excluding brokerage, stamp duties, commissions, applicable goods and services tax and other related expenses) assuming a Maximum Price of S\$0.231 for one (1) Share which is five per cent. (5%) above the average of the closing market prices of the Shares for the five (5) consecutive Market Days on which the Shares were traded on the SGX-ST immediately preceding the Latest Practicable Date, is approximately S\$1,951,904;
- (c) in the case of Off-Market Purchases by the Company and assuming that the Company purchases or acquires 8,449,800 Shares, the maximum amount of funds required for the purchase (excluding brokerage, stamp duties, commissions, applicable goods and services tax and other related expenses) assuming a Maximum Price of S\$0.253 for one (1) Share which is fifteen per cent. (15%) above the average of the closing market prices of the Shares for the five (5) consecutive Market Days on which the Shares were traded on the SGX-ST immediately preceding the Latest Practicable Date, is approximately S\$2,137,799.

For illustrative purposes only and on the basis of the assumptions set out in (a), (b) and (c) above, the financial effects of the:

- (i) purchase or acquisition of 8,449,800 Shares by the Company pursuant to the Share Buy-Back Mandate by way of Market Purchases made entirely out of capital and cancelled or held in treasury; and
- (ii) purchase or acquisition of 8,449,800 Shares by the Company pursuant to the Share Buy-Back Mandate by way of Off-Market Purchases made entirely out of capital and cancelled or held in treasury,

on the audited financial statements of the Company and the Group for FY2025 are set out below.

Based on the audited financial statements of the Company and the Group for FY2025, the Company and the Group does not have sufficient distributable profits to effect the Share buy-back. As such, the financial effects of the purchase or acquisition of Shares by the Company pursuant to the Share Buy-Back Mandate by way of Market Purchases and Off-Market Purchases made entirely out of profits is not disclosed in this Appendix.

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Scenario 1: Market Purchase made entirely out of capital and the Shares so purchased are cancelled

	Group		Company	
	Before Share Buy-Back	After Share Buy-Back	Before Share Buy-Back	After Share Buy-Back
As at 30 September 2025	S\$	S\$	S\$	S\$
Share Capital	13,292,106	11,340,202	13,292,106	11,340,202
Accumulated Profits	(5,749,430)	(5,749,430)	(5,838,432)	(5,838,432)
Shareholders' Funds	<u>7,542,676</u>	<u>5,590,772</u>	<u>7,453,674</u>	<u>5,501,770</u>
NTA	8,943,464	6,991,560	7,453,674	5,501,770
Current Assets	9,016,954	7,065,050	6,509,961	4,558,057
Current Liabilities	270,165	270,165	632,513	632,513
Working Capital	8,746,789	6,794,885	5,877,448	3,925,544
Total Borrowings	–	–	–	–
Cash and Cash Equivalents	6,438,487	4,486,583	6,341,515	4,389,611
Total Number of Issued Shares	84,498,000	76,048,200	84,498,000	76,048,200
Weighted Average Number of Shares	84,498,000	76,048,200	84,498,000	76,048,200
Profit Attributable to the Owners of the Company	(1,294,805)	(1,294,805)	(1,718,309)	(1,718,309)
Financial Ratios				
NTA per Share (S\$)	0.11	0.09	0.09	0.07
Gearing (times)	–	–	–	–
Current Ratio (times)	33.38	26.15	10.29	7.21
Earnings per Share ⁽¹⁾ (cents)	(1.53)	(1.70)	(2.03)	(2.26)

Notes:

- (1) For EPS computation, treasury shares and Shares cancelled are excluded from the weighted average number of Shares in issue.
- (2) As a result of rounding differences, numbers or percentages may not add up to the total.

Scenario 2: Market Purchase made entirely out of capital and the Shares so purchased are held as treasury shares

	Group		Company	
	Before Share Buy-Back	After Share Buy-Back	Before Share Buy-Back	After Share Buy-Back
As at 30 September 2025	S\$	S\$	S\$	S\$
Share Capital	13,292,106	13,292,106	13,292,106	13,292,106
Accumulated Profits	(5,749,430)	(5,749,430)	(5,838,432)	(5,838,432)
Treasury Shares	–	(1,951,904)	–	(1,951,904)
Shareholders' Funds	7,542,676	5,590,772	7,453,674	5,501,770
NTA	8,943,464	6,991,560	7,453,674	5,501,770
Current Assets	9,016,954	7,065,050	6,509,961	4,558,057
Current Liabilities	270,165	270,165	632,513	632,513
Working Capital	8,746,789	6,794,885	5,877,448	3,925,544
Total Borrowings	–	–	–	–
Cash and Cash Equivalents	6,438,487	4,486,583	6,341,515	4,389,611
Total Number of Issued Shares	84,498,000	76,048,200	84,498,000	76,048,200
Weighted Average Number of Shares	84,498,000	76,048,200	84,498,000	76,048,200
Profit Attributable to the Owners of the Company	(1,294,805)	(1,294,805)	(1,718,309)	(1,718,309)
Financial Ratios				
NTA per Share (S\$)	0.11	0.09	0.09	0.07
Gearing (times)	–	–	–	–
Current Ratio (times)	33.38	26.15	10.29	7.21
Earnings per Share ⁽¹⁾	(1.53)	(1.70)	(2.03)	(2.26)

Notes:

- (1) For EPS computation, treasury shares and Shares cancelled are excluded from the weighted average number of Shares in issue.
- (2) As a result of rounding differences, numbers or percentages may not add up to the total.

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Scenario 3: Off-Market Purchase made entirely out of capital and the Shares so purchased are cancelled

	Group		Company	
	Before Share Buy-Back	After Share Buy-Back	Before Share Buy-Back	After Share Buy-Back
As at 30 September 2025	S\$	S\$	S\$	S\$
Share Capital	13,292,106	11,154,307	13,292,106	11,154,307
Accumulated Profits	(5,749,430)	(5,749,430)	(5,838,432)	(5,838,432)
Shareholders' Funds	<u>7,542,676</u>	<u>5,404,877</u>	<u>7,453,674</u>	<u>5,408,822</u>
NTA	8,943,464	6,805,665	7,453,674	5,315,875
Current Assets	9,016,954	6,879,155	6,509,961	4,372,162
Current Liabilities	270,165	270,165	632,513	632,513
Working Capital	8,746,789	6,608,990	5,877,448	3,739,649
Total Borrowings	—	—	—	—
Cash and Cash Equivalents	6,438,487	4,300,688	6,341,515	4,203,716
Total Number of Issued Shares	84,498,000	76,048,200	84,498,000	76,048,200
Weighted Average Number of Shares	84,498,000	76,048,200	84,498,000	76,048,200
Profit Attributable to the Owners of the Company	(1,294,805)	(1,294,805)	(1,718,309)	(1,718,309)
Financial Ratios				
NTA per Share (S\$)	0.11	0.09	0.09	0.07
Gearing (times)	—	—	—	—
Current Ratio (times)	33.38	25.46	10.29	6.91
Earnings per Share ⁽¹⁾ (cents)	(1.53)	(1.70)	(2.03)	(2.26)

Notes:

- (1) For EPS computation, treasury shares and Shares cancelled are excluded from the weighted average number of Shares in issue.
- (2) As a result of rounding differences, numbers or percentages may not add up to the total.

Scenario 4: Off-Market Purchase made entirely out of capital and the Shares so purchased are held as treasury shares

	Group		Company	
	Before Share Buy-Back	After Share Buy-Back	Before Share Buy-Back	After Share Buy-Back
As at 30 September 2025	S\$	S\$	S\$	S\$
Share Capital	13,292,106	13,292,106	13,292,106	13,292,106
Accumulated Profits	(5,749,430)	(5,749,430)	(5,838,432)	(5,838,432)
Treasury Shares	–	(2,137,799)	–	(2,137,799)
Shareholders' Funds	7,542,676	5,404,877	7,453,674	5,408,822
NTA	8,943,464	6,805,665	7,453,674	5,315,875
Current Assets	9,016,954	6,879,155	6,509,961	4,372,162
Current Liabilities	270,165	270,165	632,513	632,513
Working Capital	8,746,789	6,608,990	5,877,448	3,739,649
Total Borrowings	–	–	–	–
Cash and Cash Equivalents	6,438,487	4,300,688	6,341,515	4,203,716
Total Number of Issued Shares	84,498,000	76,048,200	84,498,000	76,048,200
Weighted Average Number of Shares	84,498,000	76,048,200	84,498,000	76,048,200
Profit Attributable to the Owners of the Company	(1,294,805)	(1,294,805)	(1,718,309)	(1,718,309)
Financial Ratios				
NTA per Share (S\$)	0.11	0.09	0.09	0.07
Gearing (times)	–	–	–	–
Current Ratio (times)	33.38	25.46	10.29	6.91
Earnings per Share ⁽¹⁾ (cents)	(1.53)	(1.70)	(2.03)	(2.26)

Notes:

- (1) For EPS computation, treasury shares and Shares cancelled are excluded from the weighted average number of Shares in issue.
- (2) As a result of rounding differences, numbers or percentages may not add up to the total.

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The actual impact will depend on the number and price of the Shares bought back. As stated, the Directors do not propose to exercise the Share Buy-Back Mandate to such an extent that it would have a material adverse effect on the working capital requirements and/or gearing of the Group. The purchase of Shares will only be effected after assessing the relative impact of a share buy-back taking into consideration both financial factors (such as cash surplus, debt position and working capital requirements) and non-financial factors (such as share market conditions and performance of the Shares).

Shareholders should note that the financial effects illustrated above, based on the respective aforesaid assumptions, are for illustration purposes only. In particular, it is important to note that the above analysis is based on the audited accounts of the Company and the Group for FY2025, and is not necessarily representative of the future financial performance of the Company and the Group.

It should be noted that although the Share Buy-Back Mandate would authorise the Company to purchase or otherwise acquire up to ten per cent. (10%) of the issued Shares, the Company may not necessarily purchase or acquire or be able to purchase or otherwise acquire the entire ten per cent. (10%) of the issued Shares. In addition, the Company may cancel, or hold as treasury shares, all or part of the Shares purchased or otherwise acquired. The Company will take into account both financial and non-financial factors (for example, stock market conditions and the performance of the Shares) in assessing the relative impact of a share purchase before execution.

2.10 Take-over Implications Arising From Share Buy-Back

The take-over implications arising from any purchase or acquisition by the Company of its Shares are set out below.

2.10.1 Obligation to make a take-over offer

Rule 14 of the Take-over Code ("**Rule 14**") requires, *inter alia*, that except with the consent of the SIC, where:

- (a) any person acquires, whether by a series of transactions over a period of time or not, shares which (taken together with shares held or acquired by persons acting in concert with him) carry thirty per cent. (30%) or more of the voting rights of a company; or
- (b) any person who, together with persons acting in concert with him, holds not less than thirty per cent. (30%) but not more than fifty per cent. (50%) of the voting rights and such person, or any person acting in concert with him, acquires in any period of six (6) months additional shares carrying more than one per cent (1%) of the voting rights,

such person shall extend immediately an offer on the basis set out below to the holders of any class of shares in the capital of the company which carries votes and in which such person or persons acting in concert with him hold shares. In addition to such person, each of the principal members of the group of persons acting in concert with him may, according to the circumstances of the case, have the obligation to extend an offer.

In calculating the percentages of voting rights of such person and their concert parties, treasury shares shall be excluded.

2.10.2 Persons acting in concert

Under the Take-over Code, persons acting in concert comprise individuals or companies who, pursuant to an agreement or understanding (whether formal or informal), co-operate, through the acquisition by any of them of shares in a company, to obtain or consolidate effective control of that company.

Unless the contrary is established, the following persons will, *inter alia*, be presumed to be acting in concert with each other under the Take-over Code:

- (a) a company with any of its directors (together with their close relatives, related trusts as well as companies controlled by any of the directors, their close relatives and related trusts);
- (b) a company with its parent, subsidiaries and fellow subsidiaries, and their associated companies, any company whose associated companies include any of the foregoing companies, and any person who has provided financial assistance (other than a bank in the ordinary course of business) to any of the foregoing companies for the purchase of voting rights, all with one another. For this purpose, a company is an associated company of another company if the second company owns or controls at least twenty per cent. (20%) but not more than fifty per cent. (50%) of the voting rights of the first-mentioned company;
- (c) a company with any of its pension funds and employee share schemes;
- (d) a person with any investment company, unit trust or other fund in respect of the investment account which such person manages on a discretionary basis;
- (e) a financial or other professional adviser, including a stockbroker, with its client in respect of the shareholdings of the adviser and the persons controlling, controlled by or under the same control as the adviser and all the funds which the adviser manages on a discretionary basis where the shareholdings of the adviser and any of those funds in the client total ten per cent. (10%) or more of the client's equity share capital;
- (f) directors of a company (together with their close relatives, related trusts and companies controlled by any of them) which is subject to an offer or where the directors have reason to believe a bona fide offer for their company may be imminent;
- (g) partners; and
- (h) an individual, his close relatives, his related trusts, and any person who is accustomed to act according to his instructions and companies controlled by any of the above, and any person who has provided financial assistance (other than a bank in the ordinary course of business) to any of the above for the purchase of voting rights.

The circumstances under which Shareholders, including Directors and persons acting in concert with them respectively, will incur an obligation to make a take-over offer under Rule 14 after a purchase or acquisition of Shares by the Company are set out in Rule 14 and Appendix 2 of the Take-over Code.

2.10.3 Effect of Rule 14 and Appendix 2

Appendix 2 of the Take-over Code contains the share buy-back guidance note. In general terms, the effect of Rule 14 and Appendix 2 of the Take-over Code is that, unless exempted, if, as a result of any purchase or acquisition by the Company of its Shares, the proportionate percentage of voting rights held by a Shareholder and persons acting in concert with him increases, such increase will be treated as an acquisition for the purposes of Rule 14. If as a result of such increase, a Shareholder or group of Shareholders acting in concert with a Director obtains or consolidates effective control of the Company, such Shareholder or group of Shareholders acting in concert with a Director could become obliged to make a take-over offer for the Company under Rule 14.

Under Appendix 2 of the Take-over Code, a Shareholder not acting in concert with the Directors will not be required to make a take-over offer under Rule 14 if, as a result of the Company purchasing or acquiring its Shares, the voting rights of such Shareholder would increase to thirty per cent. (30%) or more, or, if such Shareholder holds between thirty per cent. (30%) and fifty per cent. (50%) of the Company's voting rights, the voting rights of such Shareholder would increase by more than one per cent. (1%) in any period of six (6) months. Such Shareholder need not abstain from voting on the resolution authorising the Share Buy-Back Mandate.

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Shareholders (including Directors) and their concert parties who hold more than fifty per cent (50%) of the Company's voting rights are under no obligation to make a take-over offer if the voting rights of such Shareholders and their concert parties were to increase as a result of the Company purchasing or acquiring Shares.

In calculating the percentages of voting rights of such Directors and their concert parties, treasury shares shall be excluded.

2.10.4 Advice to Shareholders

Shareholders are advised to consult their professional advisers and/or the SIC and/or other relevant authorities at the earliest opportunity as to whether an obligation to make a take-over offer would arise by reason of any share purchases by the Company.

2.10.5 Obligation of Directors and Substantial Shareholders to make a General Offer

Based on the information set out in section 4 below, assuming that there is no change to the interest set out below since the Latest Practicable Date, none of the Shareholders, including Directors and persons acting in concert with them respectively, are expected to incur an obligation to make a general offer to other Shareholders under the Take-over Code solely by reason of the Share Buy-Back Mandate.

In the event that the Company undertakes share buy-backs of up to ten per cent. (10%) of the issued Shares of the Company as permitted under the Share Buy-Back Mandate, the shareholding and voting rights of Mr. Tan Pei Hong, Alex (Chen Peifeng) will be 82.14%. As his shareholding interest will remain above fifty per cent (50%), no general offer by Mr. Tan Pei Hong, Alex (Chen Peifeng) is required to be made pursuant to the Take-over Code.

In the event that the Company undertakes share buy-backs of up to ten per cent (10%) of the issued Shares of the Company as permitted under the Share Buy-Back Mandate, the shareholding and voting rights of Goldhill Trust Pte Ltd will be 82.14%. As its shareholding interest will remain above fifty per cent (50%), no general offer by Goldhill Trust Pte Ltd is required to be made pursuant to the Take-over Code.

In the event that the Company undertakes share buy-backs of up to ten per cent. (10%) of the issued Shares of the Company as permitted under the Share Buy-Back Mandate, the shareholding and voting rights of Mr. Tan Theng Hong, Amos will be 82.14%. As his shareholding interest will remain above fifty per cent (50%), no general offer by Mr. Tan Theng Hong, Amos is required to be made pursuant to the Take-over Code.

In the event that the Company undertakes share buy-backs of up to ten per cent. (10%) of the issued Shares of the Company as permitted under the Share Buy-Back Mandate, the shareholding and voting rights of Mr. Ang De Yu will be 6.27%. As his shareholding interest will remain below thirty per cent (30%), no general offer by Mr. Ang De Yu is required to be made pursuant to the Take-over Code.

2.10.6 Listing status of Shares on the SGX-ST

The Company does not have any individual shareholding limit or foreign shareholding limit. However, the Company is required under Rule 723 of the Catalist Rules to ensure that at least ten per cent. (10%) of its Shares are in the hands of the public. The term "public," as defined under the Catalist Rules, are persons other than (i) the Directors, Chief Executive Officer, Substantial Shareholders or Controlling Shareholders of the Company and its subsidiaries; and (ii) the associates of persons in (i).

As at the Latest Practicable Date, there are 180 Shareholders and approximately 17,262,126 issued Shares are held by the public, representing 20.43% of the total number of issued Shares. **For illustrative purposes only**, assuming that the Company purchases the maximum number of ten per cent. (10%) of the issued Shares, being 8,449,800 Shares as at the Latest Practicable Date, and assuming that such Shares are held in public hands, the resultant number of Shares held by the public after the purchase of such Shares would be reduced to 8,812,326 Shares, representing approximately

11.59% of the remaining issued Shares of the Company. Accordingly, the Company is of the view that there is a sufficient number of issued Shares held in the hands of the public which would permit the Company to undertake purchases or acquisitions of its issued Shares up to the full ten per cent. (10%) limit pursuant to the Share Buy-Back Mandate without affecting the listing status of the Shares on the SGX-ST, and that the number of Shares remaining in the hands of the public will not fall to such a level as to cause market illiquidity or to adversely affect the orderly trading of Shares.

Before deciding to effect a purchase of Shares, the Directors will consider whether, notwithstanding such purchase, a sufficient float in the hands of the public will be maintained to provide for an orderly market for trading in the Shares.

The Directors will use their best efforts to ensure that the Company does not effect a purchase or acquisition of Shares if the purchase or acquisition of Shares would result in the number of Shares remaining in the hands of the public falling to such a level as to cause market illiquidity or adversely affect the listing status of the Company.

2.10.7 Shares purchased by the Company

The Company has not made any Share purchases in the last twelve (12) months preceding the Latest Practicable Date.

2.11 **Timing of purchases**

While the Catalist Rules do not expressly prohibit any purchase of its own shares by a listed company during any particular time or times, because the listed company would be regarded as an “insider” in relation to any proposed purchase or acquisition of its issued shares, the Company will not undertake any purchase or acquisition of Shares pursuant to the Share Buy-Back Mandate at any time after a price sensitive development has occurred or has been the subject of a decision until the price sensitive information has been publicly announced. In particular, in observing the best practices recommended in the Catalist Rules on securities dealings, the Company will not purchase or acquire any Shares during the period of one (1) month immediately preceding the announcement of the Company’s half-year and full-year results, as the case may be, and ending on the date of announcement of the relevant results.

2.12 **Tax implications**

Shareholders who are in doubt as to their respective tax positions or tax implications arising from share buy-backs by the Company in their respective jurisdictions should consult their own professional advisers.

3. **THE PROPOSED RENEWAL OF THE IPT GENERAL MANDATE**

3.1 **Background**

The IPT General Mandate was adopted by the Shareholders at the extraordinary general meeting of the Company held on 31 January 2019. At the 2025 AGM, the Shareholders approved the renewal of the IPT General Mandate and was expressed to take effect until the conclusion of the next AGM, which is scheduled to be held on 30 January 2025.

As such, the Directors are seeking Shareholders’ approval for the proposed renewal of the IPT General Mandate. The proposed renewal of the IPT General Mandate will enable the Group, in its ordinary course of business, to enter into the categories of interested person transactions specified in paragraph 3.5 below with any Contemplated Associate specified in paragraph 3.4 below, provided that such transactions are made on normal commercial terms, will not be prejudicial to the interests of the Company and its minority Shareholders, and in accordance with the guidelines and review procedures for such transactions set out in paragraph 3.7 of this Appendix.

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3.2 Particulars of the IPT General Mandate to be Renewed

The categories of transactions, entities at risk and interested persons to which the proposed renewal of the IPT General Mandate will apply are substantially similar to the IPT General Mandate adopted by the Shareholders at the extraordinary general meeting of the Company held on 31 January 2019 and modifications approved by the Shareholders at the AGM of the Company held on 30 January 2024.

The renewed IPT General Mandate will take effect from the passing of the ordinary resolution relating thereto at the 2026 AGM, and will (unless revoked or varied by the Company in a general meeting) continue in force until the conclusion of the next AGM. Approval from Shareholders will be sought for the renewal of the IPT General Mandate at the next AGM and each subsequent AGM, subject to satisfactory review by the Audit Committee of its continued application to the interested person transactions with Contemplated Associates.

3.3 Chapter 9 of the Catalist Rules

Chapter 9 of the Catalist Rules governs transactions in which a listed company or any of its subsidiaries or associated companies (known as an **"entity at risk"**) enters into or proposes to enter into with a party who is an **"interested person"** of the listed company. The objective of Chapter 9 (as stated in Rule 901 of the Catalist Rules) is to guard against the risk that the interested persons could influence a listed company, its subsidiaries or associated companies to enter into transactions with interested persons that may adversely affect the interests of the listed company or its shareholders.

Pursuant to Rule 905 of the Catalist Rules, a listed company must make an immediate announcement of any interested person transaction of a value equal to, or more than, three per cent. (3%) of the group's latest audited NTA. If the aggregate value of all transactions entered into with the same interested person during the same financial year amounts to three per cent. (3%) or more of the group's latest audited NTA, the listed company must make an immediate announcement of the latest transaction and all future transactions entered into with that same interested person during that financial year.

Pursuant to Rule 906 of the Catalist Rules, a listed company must obtain shareholder approval for any interested person transaction of a value equal to, or more than:

- (a) five per cent. (5%) of the group's latest audited NTA; or
- (b) five per cent. (5%) of the group's latest audited NTA, when aggregated with other transactions entered into with the same interested person during the same financial year. However, a transaction which has been approved by shareholders, or is the subject of aggregation with another transaction that has been approved by shareholders, need not be included in any subsequent aggregation.

The above requirements for immediate announcement and/or for shareholders' approval do not apply to any transaction below S\$100,000, and certain transactions which, by reason of the nature of such transactions, are not considered to put the listed company at risk and hence excluded from the ambit of Chapter 9 of the Catalist Rules.

Rule 920 of the Catalist Rules, however, permits a listed company to seek a general mandate from its shareholders for recurrent transactions with interested persons where such transactions are of a revenue or trading nature or those necessary for its day-to-day operations such as the purchase and sale of supplies and materials, but not in respect of the purchase or sale of assets, undertakings or businesses. A general mandate is also subject to annual renewal.

3.4 Class of Interested Persons contemplated under the IPT General Mandate

The IPT General Mandate will apply to transactions carried out with the associates of:

- (i) Mr. Tan Pei Hong, Alex (Chen Peifeng), the Executive Director, Chief Executive Officer and Substantial Shareholder of the Company; and
- (ii) Mr. Tan Theng Hong, Amos, a Substantial Shareholder of the Company.

It is anticipated that the Company may, in its ordinary course of business, provide or obtain the categories of services set out in paragraph 3.5 below from the associates of (i) Mr. Tan Pei Hong, Alex (Chen Peifeng) and (ii) Mr. Tan Theng Hong, Amos ("**Contemplated Associates**").

The Contemplated Associates are:

- (a) Mr. Tan Koo Chuan, the father of Mr. Tan Pei Hong, Alex (Chen Peifeng) and Mr. Tan Theng Hong, Amos; and
- (b) any companies in which Mr. Tan Pei Hong, Alex (Chen Peifeng), Mr. Tan Theng Hong, Amos and/or their immediate family (directly or indirectly) have an interest of thirty per cent. (30%) or more.

For the avoidance of doubt, Mr. Tan Pei Hong, Alex (Chen Peifeng) and Mr. Tan Theng Hong, Amos are siblings and Mr. Tan Koo Chuan is their father. As a result, (a) Mr. Tan Koo Chuan and (b) any companies in which Mr. Tan Pei Hong, Alex (Chen Peifeng) and Mr. Tan Theng Hong, Amos and their immediate family (directly or indirectly) have an interest of thirty per cent. (30%) or more are "**interested persons**" within the meaning of Chapter 9 of the Catalist Rules.

3.5 Nature of the Interested Person Transactions contemplated under the IPT General Mandate

The interested person transactions to which the IPT General Mandate will apply relate to the Group's provision to and/or obtaining from Contemplated Associates recurrent transactions of a revenue or trading nature or which are necessary for its day-to-day operations but not in respect of the purchase or sale of assets, undertakings or businesses.

The categories of interested person transactions to which the IPT General Mandate will apply are set out below:

- (a) Property management services pursuant to the Group's Property Management Business

The first category of interested person transactions relates to both the provision to and/or obtaining from Contemplated Associates property management services pursuant to the Group's Property Management Business.

- (b) Project management services pursuant to the Group's Property Development Business

The second category of interested person transactions relates to both the provision to and/or obtaining from Contemplated Associates project management services pursuant to the Group's Property Development Business.

- (c) Financial Investments Services Business

The third category of interested person transactions relates to both the provision to and/or obtaining from Contemplated Associates financial investments services in the normal course of the Group's Financial Investments Services Business.

APPENDIX

- (d) Sales and marketing services for projects of the Group pursuant to its Property Business and Financial Investments Services Business

The fourth category of interested person transactions relates to both the provision to and/or obtaining from Contemplated Associates sales, purchase and marketing services for the Group's projects pursuant to its Property Business.

3.6 Rationale for and Benefits of the Proposed renewal of the IPT General Mandate

The Group has limited experience in the Property Business. Hence, it is anticipated that the Group would, in the normal course of business, engage various Contemplated Associates to provide various services in connection with the Group's Property Business.

The Contemplated Associates from whom the Group chooses to obtain relevant services, as described in paragraph 3.5 above, will be persons who have significant experience in the relevant industry.

The Group may over time develop business know-how and expertise to be able to provide services to Contemplated Associates and may choose to do so where profitable opportunities arise.

In view of the time-sensitive and recurrent nature of commercial transactions, and the need for smooth and efficient conduct of business, it would be advantageous for the Group to obtain the IPT General Mandate to enter into the categories of interested person transactions as specified in paragraph 3.5 above with Contemplated Associates, provided that all such transactions are carried out on normal commercial terms and will not be prejudicial to the interests of the Company and its minority Shareholders. This will substantially reduce the time and expenses associated with convening general meetings, improve administrative efficacy, and allow resources and time to be focused towards other corporate and business opportunities.

3.7 Guidelines and Review Procedures for Interested Person Transactions

Any proposed Transaction between the Company and Contemplated Associates shall be subject to the guidelines and review procedures as set out in this paragraph 3.7 ("**IPT Guidelines and Review Procedures**").

3.7.1 IPT Review Procedures

To ensure that all future interested person transactions are carried out on normal commercial terms and will not be prejudicial to the interests of the Company and its minority Shareholders, subject to the IPT Review Procedure Thresholds as set out in paragraph 3.7.2 below, the following procedures will be implemented by the Group for any Transaction with any Contemplated Associate ("**IPT Review Procedures**"):

Obtaining of Services

- (a) When obtaining services from any Contemplated Associate, the management of the Company shall obtain at least two (2) other quotations from unrelated third parties for the same or substantially similar type of services, contemporaneously in time, for comparison.
- (b) The management shall, prior to the obtaining of services from any Contemplated Associate, ensure that the fees and terms of the services offered to the Company are not less favourable as compared to the quotations obtained from unrelated third parties, after taking into account relevant factors including, but not limited to
 - (i) (in relation to the Property Business) track record, reputation, preferential access to projects and buyers, cost savings, preferential rates or discounts, credit terms, project schedule, speed of mobilisation, complexity and availability of resources for the implementation of projects under the Property Business, where relevant.

- (ii) (in relation to the Financial Investments Services Business) track record and reputation of the investment manager, relevant risk-reward profile of the investments, prevailing fees payable for similar investments, size and composition of the investments, tenure of investments, historical performance of the investments and preferential rates, where relevant;
- (c) In circumstances where it is impractical or impossible to obtain comparable quotations of contemporaneous transactions of similar or substantially similar type of services due to the nature of the services to be obtained from the Contemplated Associates, any two (2) of the Chief Financial Officer or the Directors with no interest, direct or indirect, in the proposed interested person transactions will take such necessary steps which would include but not be limited to (1) relying on corroborative inputs from reasonably experienced market practitioners in order to determine that the terms provided by the Contemplated Associates are fair and reasonable and in accordance with general industry practice, and (2) evaluate and weigh the benefits of and rationale for transacting with the Contemplated Associates, taking into account relevant factors including, but not limited to:
 - (i) (in relation to the Property Business) track record, reputation, preferential access to projects and buyers, cost savings, preferential rates or discounts, credit terms, project schedule, speed of mobilisation, complexity and availability of resources for the implementation of projects under the Property Business, where relevant; and
 - (ii) (in relation to the Financial Investments Services Business) track record and reputation of the investment manager, relevant risk-reward profile of the investments, prevailing fees payable for similar investments, size and composition of the investments, tenure of investments, historical performance of the investments and preferential rates, where relevant.

Provision of Services

- (d) When providing services to any Contemplated Associate, all interested person transactions will be carried out at the prevailing market rates or fees charged by the Group for the same or substantially similar type of services and on terms which shall be no more favourable than the usual commercial terms extended to other unrelated third-party customers. The management of the Company shall ensure that any such provision of services shall be conducted in accordance with the Group's usual business practices and pricing policies, consistent with the usual margins or fees extended by the Group to unrelated third parties for the same or substantially similar type of transactions, after taking into account relevant factors including, but not limited to:
 - (i) (in relation to the Property Business) customer requirements, complexity and availability of resources required for the provision of services, creditworthiness, project schedule, duration of contract and preferential rates or discounts, where relevant.
 - (ii) (in relation to the Financial Investments Services Business) size and composition of the investments, tenure of investments and preferential rates, where relevant.
- (e) In circumstances where the prevailing market rates or fees are not available, any two (2) of the Chief Financial Officer or the Directors with no interest, direct or indirect, in the proposed interested person transactions will take such necessary steps which would include but not be limited to (1) relying on corroborative inputs from reasonably experienced market practitioners in order to determine that the terms provided to the Contemplated Associates are fair and reasonable and in accordance with general industry practice, and (2) evaluate and weigh the benefits of and rationale for transacting with the Contemplated Associates, taking into account relevant factors including, but not limited to:

APPENDIX

- (i) (in relation to the Property Business) customer requirements, complexity and availability of resources required for the provision of services, creditworthiness, project schedule, duration of contract and preferential rates or discounts, where relevant.
- (ii) (in relation to the Financial Investments Services Business) size and composition of the investments, tenure of investments and preferential rates, where relevant.

3.7.2 IPT Review Procedure Thresholds

The following thresholds shall apply to any Transaction between the Company and Contemplated Associates ("**IPT Review Procedure Thresholds**"):

- (a) where the value of each interested person transaction is less than three per cent. (3%) of the Group's latest audited NTA, the interested person transaction shall require the prior approval of the Chief Financial Officer or a Director (or equivalent persons), who does not have any interest, direct or indirect, in the transaction;
- (b) where the individual or the aggregate value of the interested person transaction(s) is equal to or more than three per cent. (3%) but less than five per cent. (5%) of the Group's latest audited NTA, the interested person transaction(s) shall require the prior approval of any two (2) of the Chief Financial Officer or the Directors (or equivalent persons), who do not have any interest, direct or indirect, in the transaction(s); and
- (c) where the individual or the aggregate value of the interested person transaction(s) is equal to or more than five (5%) of the Group's latest audited NTA, the interested person transaction(s) shall require the prior approval of the Audit Committee. For the avoidance of doubt, the Audit Committee shall review and approve the latest and all such subsequent interested person transaction in that particular financial year.

The IPT Review Procedure Thresholds balance the need for efficiency in the conduct of business on the one hand and the need to safeguard minority Shareholders' interests on the other. The Audit Committee will consider the revision of the IPT Review Procedure Thresholds as and when necessary and appropriate.

3.7.3 External and internal audit safeguards for Transactions with Contemplated Associates

The annual external audit plan of the Company shall incorporate a review of interested person transactions entered into in the relevant financial year pursuant to the IPT General Mandate.

The Group's annual or periodic (such period as may be decided by the Audit Committee) internal audit plan shall incorporate a half yearly review of all interested person transactions (including the interested person transactions under the IPT General Mandate) and the IPT Guidelines and Review Procedures for the monitoring of the interested person transactions entered into during the period under review. The internal auditors will report directly to the Audit Committee.

The findings by the external and internal auditors will be submitted to the Audit Committee to ensure, *inter alia*, that the interested person transactions have been carried out on normal commercial terms and were not prejudicial to the interests of the Company and its minority Shareholders, and that the relevant approvals have been obtained.

3.7.4 List and register of Interested Person Transactions

In addition, the Company will maintain a list of interested persons (which will be updated immediately if there are any changes) and will disseminate the list to the relevant staff of the companies within the Group to enable the identification of the interested persons. The list of interested persons which is maintained by the Chief Financial Officer shall be reviewed by the Audit Committee on a half-yearly basis.

A register will also be maintained by the Company to record all interested person transactions, including interested person transactions below S\$100,000 ("**IPT Register**"). The IPT Register shall contain the information pertinent to the evaluation of the interested person transactions including, but not limited to, details on the identity of the Contemplated Associates, the amount of the interested person transactions, and the basis (including the comparative quotations and other supporting evidence obtained to support such basis) on which the transactions are entered into. The IPT Register shall be prepared, maintained and monitored by the Chief Financial Officer (who does not have an interest in any of the interested person transactions) and who is duly delegated to do so by the Audit Committee. The Chief Financial Officer will also highlight any discrepancies or significant variances from the Group's usual business practices and pricing policies to the Audit Committee.

3.7.5 Audit Committee review

The Audit Committee shall, on a half-yearly basis, review the interested person transactions in the IPT Register and the internal control procedures on interested person transactions (including the interested person transactions under the IPT General Mandate) to ensure that the interested person transactions were conducted on normal commercial terms and were not prejudicial to the interests of the Company and its minority Shareholders and that the IPT Guidelines and Review Procedures have been complied with.

The Audit Committee shall determine if the IPT Guidelines and Review Procedures are adequate and/or commercially practicable in ensuring that the interested person transactions will be conducted on normal commercial terms and will not be prejudicial to the interests of the Company and its minority Shareholders. It shall take into account all relevant factors (quantitative and non-quantitative). The relevant supporting documents or such other data as may be deemed necessary by the Audit Committee, shall be made available to the Audit Committee when so requested. In the event that a member of the Audit Committee is interested in any such transaction, he/she will abstain from participating in the review and approval process in relation to that particular transaction.

Pursuant to Rule 920(1)(b)(vii) of the Catalist Rules, if during any of its periodic reviews, the Audit Committee is of the opinion that the IPT Guidelines and Review Procedures are inappropriate or not sufficient to ensure that interested person transactions will be carried out on normal commercial terms and will not be prejudicial to the interests of the Company and its minority Shareholders, it will, in consultation with the Board, take such actions as it deems proper in respect of such guidelines and review procedures and/or modify or implement such guidelines and review procedures. Accordingly, the Company will seek a fresh mandate from its Shareholders, where applicable, based on new guidelines and review procedures for interested person transactions. During the period prior to obtaining a fresh mandate from Shareholders, all transactions with interested persons will be subject to prior review and approval by the Audit Committee.

The Audit Committee shall, when it deems fit, have the right to require the appointment of independent sources, advisers (such as an independent financial adviser) or valuers to provide additional information, advice or opinion pertaining to the transactions approved or under review or to be advised on whether the IPT Guidelines and Review Procedures are appropriate and sufficient to ensure that the interested person transactions will be carried out on normal commercial terms and will not be prejudicial to the interests of the Company and its minority Shareholders and the outcome of such review, where applicable, shall be submitted to the Audit Committee and documented.

Any member of the Audit Committee who is not considered independent in respect of the interested person transactions under the IPT General Mandate shall abstain from voting on any respective resolution and/or abstain from participating in the Audit Committee's decision during its review of the IPT Guidelines and Review Procedures or during its review or approval of any interested person transactions.

The Board will also ensure that all disclosure, approval and other requirements on interested person transactions, including those required by prevailing legislation, the Catalist Rules and accounting standards, are complied with.

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3.8 Disclosure of Interested Person Transactions

The Company will announce the aggregate value of interested person transactions conducted with each Contemplated Associate pursuant to the IPT General Mandate for each financial period which the Company is required to report on pursuant to Rule 705 of the Catalist Rules and within the time required for the announcement of such report in accordance with Rule 920(1)(a)(ii) of the Catalist Rules.

Disclosures will also be made in the annual report of the Company of the aggregate value of the interested person transactions conducted with Contemplated Associates pursuant to the IPT General Mandate during the financial year ending 30 September 2025, and in the annual reports for the subsequent financial years during which the IPT General Mandate is in force in accordance with Rule 920(1)(a)(i) of the Catalist Rules.

3.9 Audit Committee's Confirmation

Pursuant to Rule 920(1)(c) of the Catalist Rules, the Audit Committee confirms that:

- (a) the methods or procedures for determining the transaction prices have not changed since the IPT General Mandate was last approved by the Shareholders; and
- (b) the methods or procedures referred to in sub-paragraph (a) above are sufficient to ensure that the interested person transactions carried out thereunder will be on normal commercial terms and will not be prejudicial to the interests of the Company and its minority Shareholders.

3.10 Abstention from Voting

Pursuant to Rule 920(1)(b)(viii) of the Catalist Rules, Mr. Tan Pei Hong, Alex (Chen Peifeng) and Mr. Tan Theng Hong, Amos will abstain, and have undertaken to ensure that their associates will abstain, from voting on Ordinary Resolution 7 in relation to the proposed renewal of the IPT General Mandate. Consequently the following persons will abstain from voting on their Shares (if any) in respect of the proposed renewal of the IPT General Mandate: (i) Mr. Tan Pei Hong, Alex (Chen Peifeng); (ii) Mr. Tan Theng Hong, Amos; (iii) Goldhill Trust Pte. Ltd; (iv) Mr. Tan Koo Chuan; and (v) any other associate of Mr. Tan Pei Hong, Alex (Chen Peifeng), Mr. Tan Theng Hong, Amos, or Goldhill Trust Pte. Ltd.;

In addition, the Company:

- (a) will procure that:
 - (1) Mr. Tan Pei Hong, Alex (Chen Peifeng);
 - (2) Mr. Tan Theng Hong, Amos;
 - (3) Goldhill Trust Pte. Ltd.;
 - (4) Mr. Tan Koo Chuan; and
 - (5) any other associate of Mr. Tan Pei Hong, Alex (Chen Peifeng), Mr. Tan Theng Hong, Amos, or Goldhill Trust Pte. Ltd.,

will also decline to accept appointment as proxy for any Shareholder to vote in respect of the proposed renewal of the IPT General Mandate, unless the Shareholder concerned shall have given specific instructions in his proxy form as to the manner in which his votes are to be cast in respect of the proposed renewal of the IPT General Mandate; and

(b) will disregard votes cast by:

- (1) Mr. Tan Pei Hong, Alex (Chen Peifeng);
- (6) Mr. Tan Theng Hong, Amos;
- (7) Goldhill Trust Pte. Ltd.;
- (8) Mr. Tan Koo Chuan; and
- (9) any other associate of Mr. Tan Pei Hong, Alex (Chen Peifeng), Mr. Tan Theng Hong, Amos, or Goldhill Trust Pte. Ltd.,

in respect of their holdings of Shares (if any) in relation to the proposed renewal of the IPT General Mandate.

4. INTERESTS OF DIRECTORS AND SUBSTANTIAL SHAREHOLDERS

As at the Latest Practicable Date, the shareholdings of the Directors and Substantial Shareholders in the Company before and after the purchase of Shares (assuming (i) the Company purchases 8,449,800 Shares being the maximum number of ten per cent. (10%) of the issued Shares of the Company as at the Latest Practicable Date; and (ii) there is no change in the number of Shares held or deemed to be held by the Directors and Substantial Shareholders), based on the Register of Director's Shareholdings and the Register of Substantial Shareholders maintained pursuant to Section 164 and Section 88 of the Companies Act respectively, are as follows:

Name of Directors	Before Share Buy-Back (Number of Shares)		Before Share Buy-Back ⁽⁴⁾ %	After Share Buy-Back ⁽⁵⁾ %
	Direct Interest	Deemed Interest		
Directors				
Tan Pei Hong, Alex (Chen Peifeng) ⁽¹⁾	—	62,466,590	73.93	82.14
Low Chin Parn Eric	—	—	—	—
See Chiau Hwa	—	—	—	—
Tan Shu Hui Eileen	—	—	—	—
Substantial Shareholders (other than Directors)				
Goldhill Trust Pte. Ltd. ⁽²⁾	62,466,590	—	73.93	82.14
Tan Theng Hong, Amos ⁽³⁾	—	62,466,590	73.93	82.14
Ang De Yu	4,769,284	—	5.64	6.27

Notes:

- (1) Mr. Tan Pei Hong, Alex (Chen Peifeng), the Group's Executive Director and Chief Executive Officer, is deemed interested in the 62,466,590 Shares held by Goldhill Trust Pte. Ltd. ("**Goldhill Trust**"), by virtue of his 50% shareholding interest in Goldhill Trust as at the Latest Practicable Date.
- (2) Goldhill Trust is an investment holding company incorporated in Singapore on 10 May 2018. It is held by Mr. Tan Pei Hong, Alex (Chen Peifeng) and Mr. Tan Theng Hong, Amos, each of whom own 50% of the issued share capital of Goldhill Trust.
- (3) Mr. Tan Theng Hong, Amos, is deemed interested in the 62,466,590 Shares held by Goldhill Trust, by virtue of his 50% shareholding interest in Goldhill Trust as at the Latest Practicable Date.

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- (4) The percentages in this column are calculated based on 84,498,000 Shares outstanding as at the Latest Practicable Date.
- (5) The percentages in this column are calculated based on 76,048,200 Shares outstanding, assuming the Company purchases the maximum number of ten per cent. (10%) of the Shares as at the Latest Practicable Date.

Saved as disclosed in this Appendix, none of the Directors or Substantial Shareholders have any interest, direct or indirect, in the Proposed Resolutions other than through their respective shareholdings in the Company.

5. ACTIONS TO BE TAKEN BY SHAREHOLDERS

5.1 Depositors

A Depositor shall not be entitled to attend and vote at the 2026 AGM unless he is shown to have Shares entered against his name in the Depository Register at least 72 hours before the time fixed for holding the 2026 AGM.

5.2 Abstention from Voting

If a Shareholder is required to abstain from voting on a proposal at a general meeting by a listing rule or pursuant to any court order, any votes cast by the Shareholder on that resolution will be disregarded by the Company.

6. DIRECTORS' RECOMMENDATION

In giving the recommendations below, the Directors have not had regard to the specific investment objectives, financial situation, tax position or unique needs and constraints of any individual Shareholder. As different Shareholders have different investment objectives and profiles, the Directors recommend that any Shareholder who may require specific advice in relation to his specific investment portfolio should consult his stockbroker, bank manager, solicitor, accountant, tax adviser or other professional adviser immediately.

6.1 The Proposed Renewal of the Share Buy-Back Mandate

Having fully considered the rationale set out in paragraph 2.3 of this Appendix, the Directors are of the opinion that the proposed renewal of the Share Buy-Back Mandate is in the best interests of the Company.

Accordingly, the Directors recommend that Shareholders vote in favour of Ordinary Resolution 6 pertaining to the proposed renewal of the Share Buy-Back Mandate to be proposed at the 2026 AGM.

6.2 The Proposed Renewal of the IPT General Mandate

Having fully considered the scope of the IPT General Mandate, the IPT Guidelines and Review Procedures, the Recommending Directors are of the opinion that the interested person transactions with the Contemplated Associates will be made on normal commercial terms and will not be prejudicial to the interests of the Company and its minority Shareholders.

Taking into account the rationale for and benefits of the proposed renewal of the IPT General Mandate as set out in Section 3 of this Appendix, the Recommending Directors are of the opinion that the proposed renewal of the IPT General Mandate is in the best interests of the Company.

Accordingly, the Recommending Directors recommend that Shareholders vote in favour of Ordinary Resolution 7 pertaining to the proposed renewal of the IPT General Mandate.

7. DIRECTORS' RESPONSIBILITY STATEMENT

The Directors collectively and individually accept full responsibility for the accuracy of the information given in this Appendix and confirm after making all reasonable enquiries, that to the best of their knowledge and belief, this Appendix constitutes full and true disclosure of all material facts about the Proposed Resolutions, the Company and its subsidiaries, and the Directors are not aware of any facts the omission of which would make any statement in this Appendix misleading.

Where information in this Appendix has been extracted from published or otherwise publicly available sources or obtained from a named source, the sole responsibility of the Directors has been to ensure that such information has been accurately and correctly extracted from those sources and/or reproduced in this Appendix in its proper form and context.

8. DOCUMENTS AVAILABLE FOR INSPECTION

Copies of the following documents are available for inspection at the registered office of the Company at 9 Raffles Place, #08-03, Republic Plaza, Singapore 048619, during normal business hours from the date of this Appendix up to and including the date of the 2026 AGM:

- (a) the Constitution;
- (b) the 2025 Annual Report;

Yours faithfully

For and on behalf of the Board of
ONEAPEX LIMITED

Tan Pei Hong, Alex
Executive Director and Chief Executive Officer

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ONEAPEX

ONEAPEX LIMITED

(Company Registration Number: 201020806C)
(Incorporated in the Republic of Singapore)

IMPORTANT:

1. A relevant intermediary may appoint more than two (2) proxies to attend, speak and vote at the Annual General Meeting (the "AGM").
2. For investors who have used their CPF/SRS monies to buy the shares of the Company (the "Shares"), this proxy form (the "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.
3. CPF/SRS investors should approach their respective CPF Agent Banks or SRS Operators for any queries they may have with regard to their appointment as proxy(ies) or the appointment of their Agent Banks as proxy(ies) for the AGM.
4. By submitting this Proxy Form, the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 15 January 2026.

PROXY FORM

ANNUAL GENERAL MEETING

(Please see notes overleaf before completing this Form)

I/We _____ (Name) _____ (NRIC/Passport/ Co. Reg. No.)
of _____ (Address)

being *a member/members of **ONEAPEX LIMITED** (the "Company") hereby appoint:

Name	NRIC/Passport No.	Email Address	Proportion of Shareholdings	
			No. of Shares	%
Address				

and/or*

Name	NRIC/Passport No.	Email Address	Proportion of Shareholdings	
			No. of Shares	%
Address				

or failing the person, or either or both of the persons, referred to above, the Chairman of the Meeting as my/our proxy/proxies to vote for me/us on my/our behalf at the Annual General Meeting (the "AGM") of the Company to be held at NUSS Suntec City Guild House, 3 Temasek Boulevard (Tower 5) #02- 401/402, SCGH College Room, Suntec City Mall, Singapore 038983 on Friday, 30 January 2026 at 10.00 a.m. and at any adjournment thereof. I/We direct my/our proxy/proxies to vote for or against or abstain on the Resolutions proposed at the AGM as indicated hereunder. If no specific direction 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 AGM and at any adjournment thereof.

No.	Resolution	Number of Votes For**	Number of Votes Against**	Number of Votes Abstain**
1.	To receive and adopt the Directors' Statement and Audited Financial Statements for the financial year ended 30 September 2025 together with the Auditors' Report thereon.			
2.	To re-elect Mr See Chiau Hwa, a Director retiring pursuant to Regulation 100 of the Company's Constitution.			
3.	To approve the payment of Directors' fees of S\$155,000 for the financial year ending 30 September 2026 to be paid half-yearly in arrears.			
4.	To re-appoint Messrs Ernst & Young LLP as external auditors of the Company and to authorise the Directors of the Company to fix their remuneration.			
5.	To grant the Directors the authority to allot and issue shares in the capital of the Company.			
6.	To approve the proposed renewal of the Share Buy-Back Mandate.			
7.	To approve the proposed renewal of the IPT General Mandate.			

* Delete where inapplicable

** If you wish to exercise all your votes "For" or "Against" or "Abstain" the resolution, please tick (✓) in the relevant box provided. Alternatively, please indicate the number of votes as appropriate.

Dated this _____ day of _____ 2026.

Total no. of shares in	No. of shares
(a) Depository Register	
(b) Register of Members	

Signature(s) of Member(s) or Common Seal
of Corporate Member(s)

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 of Singapore), you should insert that number of Shares. If you have Shares registered in your name in the Register of Members of the Company, you should insert that number of Shares. If you have Shares entered against your name in the Depository Register and Shares registered in your name in the Register of Members of the Company, you should insert the aggregate number of Shares entered against your name in the Depository Register and registered in your name in the Register of Members. If no number is inserted, this Proxy Form shall be deemed to relate to all the Shares held by you.
2. A member of the Company entitled to attend and vote at a meeting of the Company is entitled to appoint one or two proxies to attend and vote in his/her stead. A proxy need not be a member of the Company.
3. Where a member appoints two proxies, the appointments shall be invalid unless he/she specifies the proportion of his/her shareholding (expressed as a percentage of the whole) to be represented by each proxy.
4. A member who is a relevant intermediary may appoint more than two (2) proxies, but each proxy must be appointed to exercise the rights attached to a different Share or Shares held by him/her/it. Where such member's Proxy Form appoints more than two proxies, the number and class of Shares in relation to which each proxy has been appointed shall be specified in the Proxy Form.
5. This Proxy Form must:
 - (a) if sent personally or by post, be lodged at the Company's principal place of business at 38 Jalan Pemimpin, #02-05, Singapore 577178, attention to OneApex AGM; or
 - (b) if submitted by email, be received by the Company at contactus@oneapex.com.sg,in either case, by no later than 10.00 a.m. on 27 January 2026, and in default this Proxy Form shall not be treated as valid.

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AFFIX
STAMP

ONEAPEX LIMITED

38 Jalan Pemimpin
#02-05
Singapore 577178

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Members who wish to submit an instrument appointing a proxy or proxies must first **complete and sign** this Proxy Form, before submitting it personally or by post to the address above, or before scanning and sending it by email to the email address provided above.

6. The instrument appointing the proxy or proxies must be executed under the hand of the appointor or attorney duly authorised in writing. Where the instrument appointing the proxy or proxies is executed by a corporation, it must be executed either under its common seal or under the hand of its attorney or by an officer duly authorised. Where the instrument appointing the proxy or proxies is executed by an attorney on behalf of the appointor, the letter or power of attorney or a duly certified copy thereof must be lodged with the instrument, failing which the instrument may be treated as invalid.
7. The Company shall be entitled to reject the instrument appointing the 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 the proxy or proxies (including any related attachment) (such as in the case where the appointor submits more than one instrument appointing the proxy or proxies).
8. In addition, in the case of members whose Shares are entered against their names in the Depository Register, the Company may reject any instrument appointing a proxy lodged if such members are not shown to have Shares entered against their names in the Depository Register as at 10.00 a.m. on 27 January 2026 certified by The Central Depository (Pte) Limited to the Company.
9. CPF/SRS investors should approach their respective CPF Agent Banks or SRS Operators to submit their voting instructions by no later than 10.00 a.m. on 20 January 2026 (being seven (7) working days before the AGM) to ensure that their votes are submitted.

Personal data privacy:

By submitting this Proxy Form, the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 15 January 2026.

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ONEAPEX

38 JALAN PEMINPIN #02-05, SINGAPORE 577178