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7s ATELIER

BUILDING TOWARDS A BRIGHTER TOMORROW

ANNUAL REPORT 2025

CONTENTS

MISSION

To bring inspiration and innovations to every home we build

VISION

To be a trendsetter in the Design & Build ecosystem arena

CORPORATE PROFILE

Sevens Atelier Limited ("**Sevens Atelier**" or the "**Company**") formerly known as Pan Asian Holdings Limited was rebranded on 14 June 2022. The name change and rebranding mark our metamorphosis in embarking on our next phase of growth. The Group successfully transformed itself from a business dealing in trading of water piping materials and related accessories, provision of specialised products to water infrastructure products, valves for municipal and industrial applications and others, such as supply of parts and accessories in Oil & Gas industry and other non–water related products (the "**Old Business**") to an entirely new business of design and build, which entails, the provision and supply of building, construction, design, engineering, infrastructure and related solutions, services and products such as solutions, services and products for new construction works, addition and alteration works, works for refurbishment and upgrading of existing properties and infrastructure works and projects (the "**Design & Build**" or "**Design and Build Business**"). The transformation involves the disposal of all its business and subsidiaries that deals in the Old Business and the acquisition of Sevens Creation Pte Ltd and its subsidiaries that specialise in Design and Build Business. This has resulted in different revenue streams.

Headquartered in Singapore, the Company has been a public listed company (SGX: 5EW) on the Catalist Board of the Singapore Exchange Securities Trading Limited ("**SGX-ST**") since 2004.

CORPORATE PROFILE

Sevens Atelier is driven by one key philosophy: to make every home and every life we touch, a better one.

We have established ourselves as a premier Design & Build solution provider for the discerning & well-versed individuals in Singapore. From consultation to completion, we provide turn-key services to our premium clients. With combined experiences in construction, renovation and interior design, Sevens Atelier aims to grow to become an emerging leader in the Design & Build industry.

This Annual Report has been reviewed by the Company's sponsor, PrimePartners 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 Ms. Foo Jien Jieng, 16 Collyer Quay, #10-00 Collyer Quay Centre, Singapore 049318, sponsorship@ppcf.com.sg

LETTER TO SHAREHOLDERS

This period nevertheless laid the operational and branding foundation for the Group's turnaround, while validating the market's receptiveness to the Group's integrated design-and-build proposition for premium residential projects.

FY2024: A YEAR OF STRATEGIC TURNAROUND

In FY2024, the Group achieved a significant turnaround and recorded a net profit of S$0.31 million, compared with a net loss in FY2023. This improvement was underpinned by disciplined cost optimisation, better project execution and an enhanced focus on quality earnings. Revenue for FY2024 stood at S$9.10 million, while gross profit margin improved to 19.6%, reflecting management's deliberate strategy of prioritising value-driven contracts over volume alone.

The Group's order book also strengthened to S$12.36 million as at 31 December 2024, providing improved revenue visibility and supporting confidence in the Group's operating trajectory. During the year, the Group continued to build its reputation in complex, higher-value projects and further strengthened customer engagement through its upgraded flagship showroom and immersive design tools.

FY2025: STRENGTHENING THE OPERATING BASE AMID A MORE CHALLENGING ENVIRONMENT

In FY2025, the Group recorded revenue of S$8.17 million and a net loss of S$5.48 million. While the year remained operationally demanding, the Group continued to focus on margin discipline, project selectivity, operational streamlining and cash flow management. Management remained cautious in balancing growth with execution capacity, particularly against a backdrop of rising client expectations, prolonged project timelines, labour constraints and continued pricing pressure across the construction and interior fit-out value chain.

The Group's performance in FY2025 should be viewed in the context of a market that remained competitive and increasingly discerning. Demand for bespoke, end-to-end design-and-build solutions for landed properties continued, but project conversion cycles lengthened as homeowners became more prudent in their capital commitments amid macroeconomic uncertainty and higher financing sensitivity. At the same time, industry-wide challenges such as manpower shortages, subcontractor availability, material lead-time fluctuations and margin compression required the Group to remain highly disciplined in project tendering and resource deployment.

Notwithstanding these headwinds, the Group continued to build on its niche positioning in the premium landed residential space, while enhancing internal coordination between design, project management and execution teams.

Dear Shareholders,

FY2022: REBRANDING

The financial year ended 31 December 2025 ("**FY2025**") marked another important stage in Sevens Atelier Group's transformation journey, building on the strategic repositioning initiated in FY2022 when the Group pivoted into Singapore's premium landed property Design and Build sector. While the operating environment remained demanding, FY2025 reflected the Group's continued efforts to strengthen its business fundamentals, sharpen execution capabilities, and position itself for more resilient long-term growth.

FY2023: LAYING THE GROUNDWORK

FY2023 was a formative year in establishing the proprietary Sevens brand within the renovation, construction and design segment. Despite inflationary pressures, elevated operating costs and a more cautious market environment, the Group recorded strong revenue growth from S$6.79 million in FY2022 to S$14.33 million in FY2023. However, higher operating expenses contributed to a net loss of S$2.87 million, highlighting the need for tighter financial discipline, cost rationalisation and a more selective approach to project acquisition.

As at 31 December 2025, the Group's order book stood at S$7.73 million, which provides a base of revenue visibility entering FY2026, although management remains mindful that the conversion of this pipeline into profitable revenue will depend on execution quality, timely procurement and prudent cost control.

NAVIGATING 2026: ECONOMIC, INTERNAL AND EXTERNAL CHALLENGES

Looking ahead to FY2026, the Group expects the operating landscape to remain mixed. On the external front, Singapore's built environment sector continues to be supported by healthy construction activity, with the Building and Construction Authority ("**BCA**") indicating that total construction demand in 2026 is expected to range between S$47 billion and S$53 billion.[i] In addition, BCA stated that preliminary actual construction demand for 2025 reached S$50.5 billion, reflecting continued activity in institutional and housing projects. At the broader macroeconomic level, the Ministry of Trade and Industry ("**MTI**") announced on 10 February 2026 that Singapore's 2026 GDP growth forecast was upgraded to 2.0% to 4.0%.[ii]

At the same time, the inflation outlook has moderated but remains relevant to business cost planning. The Monetary Authority of Singapore's ("**MAS**") December 2025 Survey of Professional Forecasters showed median forecasts for 2026 CPI-All Items inflation at 1.4% and MAS Core Inflation at 1.3%,[iii] while the March 2026 survey indicated CPI-All Items inflation of 1.5% and MAS Core Inflation of 1.3% for 2026.[iv] Global financing conditions also remain relevant to business sentiment and customer investment decisions. On 28 January 2026, the U.S. Federal Reserve maintained the federal funds target range at 3.50% to 3.75%.[v]

Notwithstanding these supportive macro indicators, the Group remains cautious. Broader macroeconomic uncertainty, cautious consumer sentiment, geopolitical tensions, supply chain disruptions, manpower tightness and persistent competition may still affect project conversion, procurement pricing and margin resilience. Within the design, build and fit-out segment, pricing pressure is expected to remain intense, requiring the Group to stay disciplined in project selection, execution and cost control.

Internally, the Group recognises that FY2026 will require strong execution discipline and organisational resilience. Key priorities include strengthening project governance, improving coordination across operating units, managing manpower and subcontractor resources more efficiently, preserving margins, and maintaining tight control over overheads and working capital. The Group is also mindful of the need to scale carefully so that business growth does not come at the expense of service quality, delivery timelines and/or profitability.

FUTURE PRIORITIES: DISCIPLINED EXECUTION AND SUSTAINABLE GROWTH

As the Group moves into FY2026, our priorities remain centred on sustainable growth, prudent risk management and operational excellence. We will continue to focus on securing quality projects, strengthening execution capabilities, enhancing margin resilience and allocating resources carefully in response to changing market conditions.

While the near-term outlook remains challenging, we believe the foundations built over the past few years have placed the Group in a stronger position to navigate uncertainty and pursue opportunities selectively. We remain committed to building a more resilient and differentiated business that can create long-term value for our shareholders.

On behalf of the Board, we would like to thank our shareholders, customers, business partners and employees for their continued support, trust and commitment throughout this journey.

Thank you for your unwavering support.

LAWRENCE CHEN TSE CHAU
Independent Director and Non-Executive Chairman

References:

(i) BCA : https://www1.bca.gov.sg/about-us/news-and-publications/media-releases/2025/01/23/construction-demand-to-remain-strong-for-2025
(ii) MTI: https://www.mti.gov.sg/newsroom/mti-upgrades-2026-gdp-growth-forecast-to--2-0-to-4-0-per-cent-/
(iii) MAS : www.mas.gov.sg/-/media/mas-media-library/monetary-policy/mas-survey-of-professional-forecasters/2025/survey-writeup-dec-2025-web.pdf
(iv) MAS : https://www.mas.gov.sg/-/media/mas-media-library/monetary-policy/mas-survey-of-professional-forecasters/2026/survey-writeup-mar-2026-web.pdf
(v) Reuter:https://www.reuters.com/business/fed-expected-hold-rates-steady-rate-cut-pause-begins-2026-01-28/#:~:text=Summary,rate%20cut%20may%20be%20needed.

BOARD OF DIRECTORS

VANESSA LIM XIU FANG
Executive Director

Date of appointment: 8 September 2021
Date of last re-appointment: 26 April 2024

Ms Vanessa Lim Xiu Fang is our Executive Director and was appointed to the Board in September 2021. Ms Vanessa holds a Bachelor of Arts Degree from London College of Fashion. Prior to joining the Board , She has over 11 years of experience in the international trading, online retailing and logistic industry. Vanessa's expertise lies in the operational management of Ariki Group and Beauty Eleganza which encompassed business development , sales acquisition, strategic brand diversification, and brand management.

LAWRENCE CHEN TSE CHAU
Independent Director and Non-Executive Chairman

Date of appointment: 1 April 2021
Date of last re-appointment: 28 April 2025

Mr Chen is currently serving as director and audit partner in various companies and partnerships. He has extensive experiences in providing assurance and advisory services to a broad range of clients from traditional trading to digital marketing, crypto currency firm with, Capital Markets Services (CMS) License, hedge funds etc. Past and present clients include companies listed on Singapore Stock Exchange (SGX-ST), New York Stock Exchange (NYSE), National Association of Securities Dealers Automated Quotations (NASDAQ) and Shanghai Stock Exchange (SSE), multinational corporations in Singapore, Malaysia and China. He has also successfully team lead and assisted clients as reporting accountant in Initial Public Offering (IPO) and Reverse Take Over (RTO) on SGX-ST.

He is a Chartered Accountant of Singapore, a fellowship member of Association of Chartered Certified Accountants and a Senior Accredited Director of the Singapore Institute of Directors (SID). Mr Chen obtained a Bachelor of Science in Applied Accounting from Oxford Brookes University.

MR TAN YEW HENG, TERRENCE
Independent Director

Date of appointment: 15 November 2022
Date of last re-appointment: 26 April 2024

Mr Tan has over 14 years of working experience in the areas of equity research, corporate finance, private equity and venture capital. Terrence specialises in deal origination, investment structuring, M&A and exit strategies. He has previously worked for various financial institutions and also lectured financial and business modules at both undergraduate and postgraduate levels. He has delivered lectures to junior and senior executives from MNCs such as United Technologies, General Electric, Shell and Singtel. Terrence holds a Bachelor's Degree in Electrical Engineering from the National University of Singapore and an MBA in Finance from Nanyang Technological University.

MR LO KIM SENG
Independent Director

Date of appointment: 15 November 2022
Date of last re-appointment: 28 April 2025

Mr Lo is an Advocate and Solicitor of the Supreme Court of Singapore. His main area of work is on corporate and commercial laws, with a focus on mergers & acquisitions, capital markets and VC/private equity work.

He was previously a trainer with the Singapore Institute of Directors on corporate governance in the Listed Company Directors Programme.

Mr Lo is currently the Non-Executive Chairman of Miyoshi Limited, and Independent Director of Karin Technology Holdings Ltd. He is also the Lead Independent Director of Bromat Holdings Ltd.

MANAGEMENT TEAM

TANG YAO ZHI
Group Operation Director

Mr. Tang Yao Zhi, our Group Operations Director. With over a decade of experience, Mr. Tang oversees the day-to-day operations, ensuring efficiency and alignment with Company's objectives. He has more than 10 years management experience working in a major Japanese MNC focusing on business development in Singapore, Malaysia and Philippines. Mr Tang holds a Bachelor of Business in Management Degree from Royal Melbourne Institute of Technology. His strategic leadership and commitment to operational excellence drive our success.

CHEUNG KA HO
Chief Financial Officer

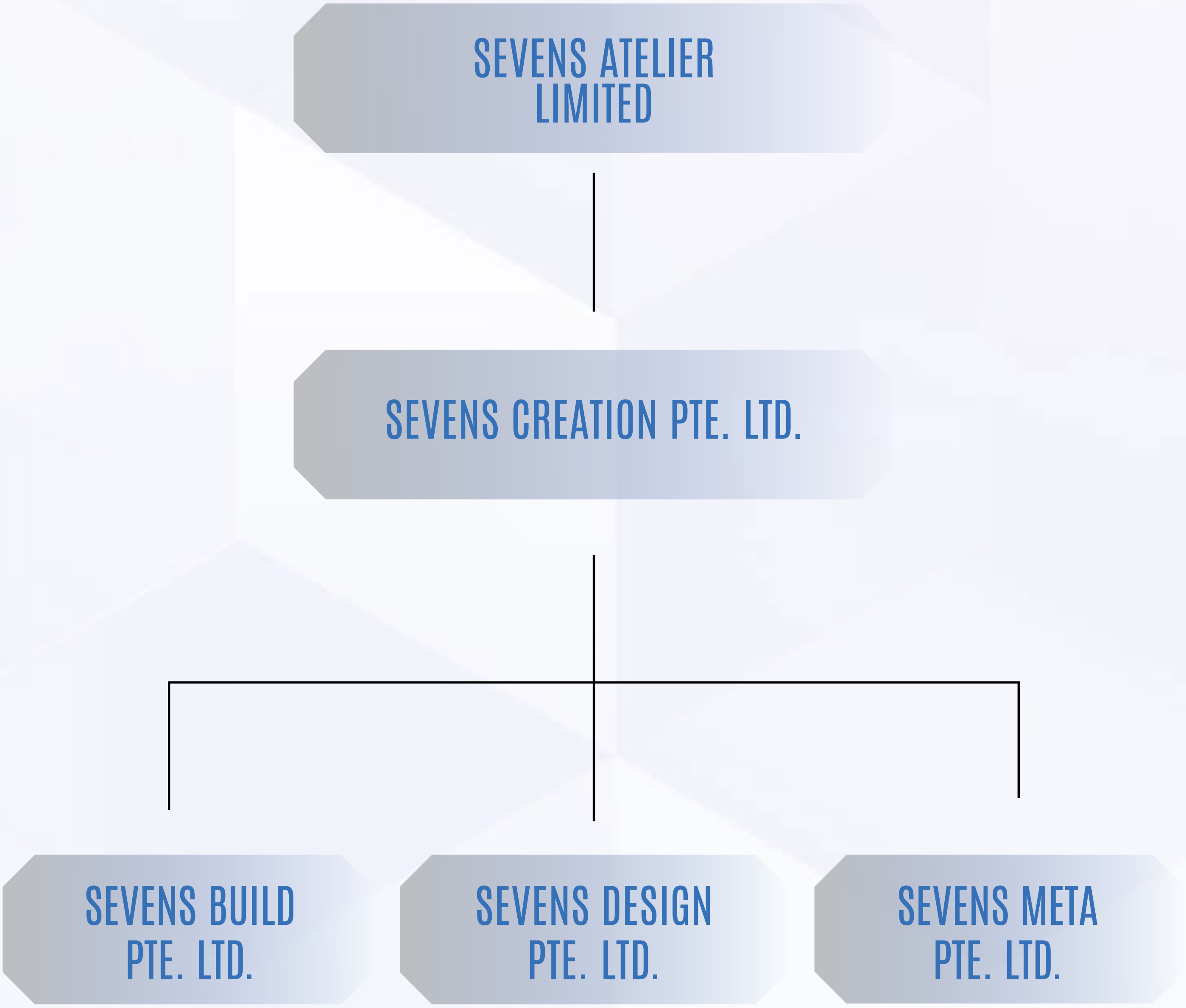
Mr. Terry Cheung was appointed as the Chief Financial Officer ("**CFO**") of the Group with effect from 18 December 2023. Mr. Cheung oversees the financial, accounting, taxation, regulatory compliance, corporate exercise and secretarial matters of the Group. He has more than 16 years' experience in audit, financial accounting and business management. He holds a Bachelor Degree of Accountancy from Hong Kong Baptist University and is a Chartered Accountant of the Institute of Singapore Chartered Accountants and a Certified Public Accountant of CPA Australia.

STANNY CHAI
Project Director

Date of appointment: 15 June 2022

Mr Stanny Chai is the Project Director overseeing the construction progress of the Group. He has more than 21 years of extensive experience in the construction industry. He specialises in projection management for construction, architectural and interior design.

GROUP STRUCTURE



CORPORATE INFORMATION

BOARD OF DIRECTORS

Lawrence Chen Tse Chau
Non-Executive Chairman
and Independent Director
Lim Xiu Fang, Vanessa
Executive Director
Lo Kim Seng
Independent Director
Tan Yew Heng, Terrence
Independent Director

AUDIT COMMITTEE

Lawrence Chen Tse Chau
Chairman
Lo Kim Seng
Tan Yew Heng, Terrence

NOMINATING COMMITTEE

Lo Kim Seng
Chairman
Tan Yew Heng, Terrence
Lawrence Chen Tse Chau

REMUNERATION COMMITTEE

Tan Yew Heng Terrence
Chairman
Lawrence Chen Tse Chau
Lo Kim Seng

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Titus Kuan Tjian
Engagement Partner
(since financial year ended 31 December 2023)
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Yang Lin

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SHOWROOM

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Singapore 427755

OPERATIONS & FINANCIAL REVIEW

The Sevens Atelier Group continued to strengthen its position in the premium landed property Design and Build segment during the year ended 31 December 2025 ("**FY2025**"). Through its wholly-owned subsidiaries, Sevens Build and Sevens Design, the Group provides comprehensive turnkey solutions, including customised design, rebuild and refurbishment, and interior design fit-out for upscale landed properties in Singapore.

In FY2025, the Group recorded revenue of S$8.17 million, as compared to S$9.10 million in the year ended 31 December 2024 ("**FY2024**"). The Group reported a net loss of S$ million, compared with a net profit of S$0.31 million in FY2024. The Group's performance for FY2025 reflects management's continued focus on cost discipline, operational efficiency, and project selectivity amid a competitive operating environment. Gross profit margin was 11.4%, compared with 19.6% in FY2024, supported by tighter project cost control, improved execution, and a more disciplined approach in contract selection and delivery.

The Group's administrative and operating cost structure remained lean in FY2025 as management continued to streamline processes and allocate resources prudently. These efforts were aimed at improving overall efficiency, preserving margins, and strengthening the Group's operating platform for long-term growth. The Group remains focused on enhancing project management capabilities, maintaining financial discipline, and improving productivity across its business functions.

The Group's order book stood at S$7.73 million as at 31 December 2025, providing revenue visibility for the coming financial periods. The secured projects continue to reflect the Group's strategic focus on higher-value and better-margin opportunities within the landed residential market. This reinforces the Group's transition toward a more sustainable and quality-driven business model, despite ongoing industry challenges such as cost inflation, labour constraints, and intensifying competition.

As a registered General Builder Licence Class 1 (GB1) contractor with the Building and Construction Authority of Singapore, the Group remains well-positioned to undertake larger and more complex projects. The Group continues to invest in its in-house capabilities, including architectural design, engineering, interior design, and digital project management tools. The adoption of virtual design and construction solutions continues to enhance project visualisation, reduce miscommunication, improve coordination, and minimise delays, thereby strengthening operational efficiency and client satisfaction.

Looking ahead, the Group will continue to pursue growth through operational enhancement, disciplined project selection, and strategic business expansion. Management will also remain open to suitable strategic collaborations, mergers and acquisitions, and complementary business opportunities that can broaden the Group's service offerings and strengthen its market position. While the macroeconomic environment remains challenging, the Group believes that demand for well-designed, high-quality landed homes in Singapore will remain resilient over the medium to long term.

Notwithstanding headwinds such as elevated material prices, labour costs, and a cautious property market, the Group believes that homeowners will continue to value premium design, functionality, and quality execution. The Group remains committed to enhancing its range of solutions and services, enriching asset values for landed property owners, and delivering sustainable long-term value to its stakeholders.

7's ATELIER Sustainability Report 2025

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BOARD STATEMENT

We, the Board of Directors (the "**Board**") of Sevens Atelier Limited (the "**Company**" or "Sevens Atelier", together with its subsidiaries, the "**Group**"), are pleased to present the Group's sustainability report ("**Sustainability Report**" or the "**Report**") for the financial year ended 31 December 2025 ("**FY2025**" or the "**Reporting Period**"). This report outlines how we oversee the integration of environmental, economic, social and governance ("**EESG**") considerations into the Group's strategy and operations. Through this Sustainability Report, we provide our shareholders and stakeholders with an overview of the Group's sustainability approach, performance and initiatives, prepared with reference to the sustainability standards issued by the International Sustainability Standards Board ("**ISSB**"). These disclosures reflect the Board's commitment to managing sustainability and climate-related risks responsibly, while supporting long-term value creation.

Since embarking on the Group's transformation journey, we have made progress in embedding sustainable growth into our decision-making and operations. During FY2025, we continue to regard sustainable growth as central to the Group's resilience and long-term success. The Board provides oversight on material sustainability matters and guides the management on sustainability-related risks and opportunities.

As an established participant in Singapore's design and build industry, we recognise that our activities have environmental and social impacts across the value chain. We therefore seek, where practicable, to incorporate sustainable and energy-efficient materials into our projects and to work with suppliers who share our commitment to responsible business practices. Our sustainability approach is guided by the Group's sustainability reporting policy ("**SR Policy**"), which sets out our sustainability strategy, governance framework and materiality assessment process, and provides the basis for identifying and managing relevant sustainability risks and opportunities.

We acknowledge that climate change presents evolving challenges that require ongoing attention and adaptation. Looking ahead over the next three to five years, we recognise two key challenges. First, increasing regulatory, client and market expectations may require further enhancements to our internal capabilities, processes and data management. Second, as a design, fit-out and additions and alterations ("**A&A**") service provider, we face the challenge of balancing sustainability considerations with cost, project timelines and client requirements. The Board has therefore established sustainability goals and targets to guide the Group's progress over the medium term, which are set out in the relevant sections of this Sustainability Report.

For FY2025, Sevens Atelier did not introduce new sustainability initiatives. Instead, the Company focused on strengthening and deepening its existing initiatives, ensuring that previously established practices continue to deliver meaningful impact. By consolidating earlier efforts, Seven's Atelier reinforced its commitment to long-term sustainability goals and maintained consistency in its approach to responsible business operations.

We hope that this Sustainability Report demonstrates our continued dedication to mitigating environmental and climate risks. We seek to create long-term value for our shareholders by adhering to the principles of sustainable growth. Ultimately, we believe that our focus on sustainability enables us to build better relationships with all our stakeholders, improve our business processes, and be a positive influence on the communities we serve.

VISION

"To be a trendsetter in the Design and Build ecosystem arena"

Our vision is to be a leading and trusted participant in the design and build ecosystem, recognised for delivering high-quality, thoughtfully designed luxury homes that reflect excellence in both design and construction. We seek to distinguish Sevens Atelier through innovation, disciplined execution and an enduring focus on quality, positioning the Group as a progressive and influential presence within the industry.

We aspire to create homes that balance aesthetic appeal with liveability and long-term sustainability. By thoughtfully integrating environmentally responsible materials and energy-efficient solutions into our design and construction processes, we aim to embed sustainability across the full project lifecycle, from initial concept through to completion, in a manner that enhances value for our clients and the built environment.

MISSION

Our mission is to deliver thoughtfully designed and well-executed building solutions that respond to the individual needs of our clients and the environments in which we operate. We place our clients at the centre of our work, applying our design and construction expertise to address their priorities, expectations and concerns throughout the project lifecycle.

We seek to go beyond the delivery of physical structures by creating homes that are carefully tailored to our clients' preferences, functional requirements and budget considerations. Through a considered approach to design, material selection and construction methods, including the use of environmentally responsible materials where appropriate, we aim to provide practical and sustainable solutions that add lasting value.

By maintaining high standards of quality, professionalism and reliability, we strive to deliver homes that offer comfort, security and long-term liveability, while contributing positively to the surrounding community and the broader built environment.

ABOUT THIS SUSTAINABILITY REPORT

CORPORATE PROFILE

We are a Singapore-based design and build company since June 2021, specialising in the design and construction of private residential properties. We provide an integrated suite of design and build services, including building and construction works, architectural and interior design, engineering solutions, as well as additions and alterations, refurbishment and upgrading of existing properties, and related infrastructure works (collectively, "**Design and Build**" services).

We underwent a strategic transformation following our rebranding on 14 June 2022. Prior to the rebranding, we operated as a trading business focused on water piping materials and related accessories. As part of this transformation, we divested our legacy trading operations and acquired Sevens Creation Pte. Ltd. and its subsidiaries, resulting in a fundamental shift in our business model, revenue streams and operational focus towards design and build activities.

Headquartered in Singapore, we have been listed on the Catalist Board of the Singapore Exchange Securities Trading Limited ("**SGX-ST**") since 2004 (SGX: 5EW).

Guided by our philosophy of enhancing every home and life we touch, we deliver thoughtfully designed and well-executed residential spaces. From initial consultation through to project completion, we offer turnkey design and build solutions tailored to the needs of discerning clients. Leveraging our experience in construction, renovation and interior design, we aim to strengthen our position as a trusted provider of premium design and build services in Singapore.

REPORT SCOPE

This Sustainability Report covers Sevens Atelier Limited and its subsidiaries, consistent with the entities consolidated and disclosed in the financial statements included in the Annual Report 2025 ("**AR 2025**"). Unless otherwise stated, we have applied the same consolidation approach used in our financial statements to ensure consistency in sustainability reporting across reporting boundaries and material topics. All information, data and targets presented in this report relate to the financial Reporting Period. There were no changes to our reporting boundary during the Reporting Period, and no entities were excluded from the scope of this Sustainability Report.

This Sustainability Report covers all entities within our Group during the reporting period FY2025, all of which are based in Singapore, as set out below:

Entity	Nature of business
Sevens Atelier Limited	*Ultimate Investment Holding Company*
Sevens Creation Pte Ltd	*Immediate Investment Holding Company*
Sevens Build Pte Ltd	*Building Construction and Interior Design Services*
Sevens Design Pte Ltd	*Renovation and Interior Design Service*
Sevens Meta Pte Ltd	*Development of Software and Application*

Reporting Standards and Frameworks

The IFRS Sustainability Disclosure Standards ("**IFRS SDS**") issued by the ISSB—comprising IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information ("**IFRS S1**") and IFRS S2 Climate-related Disclosures ("**IFRS S2**")—provide a comprehensive framework for sustainability-related financial disclosures that focus on the information needs of investors and capital markets. In parallel, the Global Reporting Initiative ("**GRI**") Standards are globally recognised as a leading framework for sustainability reporting from a broader stakeholder perspective.

In preparing this Sustainability Report, we have referenced the climate-related requirements of the IFRS SDS, in particular IFRS S2, as well as the SGX-ST Catalist Rules 711A and 711B, Practice Note 7F Sustainability Reporting Guide, and the SGX Core ESG Metrics. This report has been prepared in reference to the GRI Standards.

FY2025 marks our second year of reporting with reference to the IFRS SDS for climate-related disclosures. During the Reporting Period, we made progress in strengthening our data collection processes and reporting methodologies. However, we are currently unable to provide certain quantitative disclosures required under the IFRS SDS, as we remain in a transitional phase towards full implementation. We will continue to enhance our reporting processes in subsequent reporting periods with the objective of achieving fuller alignment in the coming years. Information previously reported with reference to the GRI Standards continues to be presented to support consistency and comparability. The IFRS SDS builds on the recommendations of the Task Force on Climate-related Financial Disclosures ("**TCFD**") and is intended to establish a globally consistent framework for sustainability-related financial disclosures. These standards are designed to improve the quality, comparability and decision-usefulness of information on sustainability-related risks and opportunities for capital market participants.

SUSTAINABILITY GOVERNANCE

RESTATEMENTS

In the preparation of this Sustainability Report, certain figures and disclosures in relation to prior reporting periods have been restated to ensure accuracy, consistency, and alignment with prevailing standards and regulatory expectations. These restatements reflect refinements in data collection processes, updated methodologies, and enhanced disclosure practices. The adjustments do not alter the Group's overall sustainability commitments but provide greater transparency and comparability for stakeholders.

Disclosure Area	Original Reported Value	Year Restated From	Restated Value	Reason for Restatement
Operating Expenses	4,312,000	FY2023	12,122,000	Cost of Goods sold were added into operating expenses to better reflect our financial performance.
Operating Expenses	2,230,000	FY2024	7,313,000	Cost of Goods sold were added into operating expenses to better reflect our financial performance.
Employee Retention and Development/ New Employee Hires/ Employee Turnover	Nationality	FY2024	Region	Employee distribution is now categorised by age group, gender, and region, rather than nationality, to reflect GRI disclosure requirements.
Employee Turnover Rate Table FY2024	88%	FY2024	80%	Calculation error

Internal review and external assurance

In compliance with SGX-ST Catalist Rule 711B on Sustainability Reporting, our internal auditor conducted an internal review of our sustainability reporting processes to assess their adequacy and effectiveness. Where applicable, the findings from the review have contributed to the strengthening of our risk management and governance processes, internal controls and supporting systems. We have not obtained external assurance for this Reporting Period but may consider doing so in future reporting periods.

Membership Associations

Sevens Atelier was not part of any industry associations, other membership bodies, or national or international advocacy organisations in which it participates in a significant role in FY2025.

Collective Bargaining

In FY2025, none of our employees were covered by collective bargaining agreements. Employment terms for all employees are determined directly by the Company and are not subject to agreements with external organisations.

Feedback

As we continue to enhance our sustainability reporting processes and practices, we welcome stakeholder feedback to support ongoing improvements. Stakeholders with suggestions on how the sustainability reporting may be further refined are invited to contact the Group at esg@sevensatelier.com.

SUSTAINABILITY GOVERNANCE

We are committed to creating long-term value by embedding sustainability considerations into how we operate, make decisions and engage with our stakeholders. We seek to enhance quality of life through responsible business practices, including the considered use of energy-efficient, recyclable and environmentally responsible materials where practicable, in support of environmental stewardship and business resilience.

We recognise that effective governance is fundamental to achieving sustainable business outcomes and maintaining a strong competitive position. Oversight of sustainability matters rests with the Board of Directors, which provides strategic direction and ensures that sustainability considerations are integrated into the Group's overall strategy, governance framework and risk management processes. The Board also oversees the identification and management of climate-related risks and opportunities ("**CRROs**") and ensures that these are considered alongside other key business risks.

To support the Board in the execution of its oversight responsibilities, we have established a Sustainability Committee ("**SC**") to coordinate and drive sustainability initiatives at the management level. The SC is chaired by our Chief Financial Officer ("**CFO**") and comprises senior management representative(s). The SC serves as the primary forum for sustainability-related matters and is responsible for developing and reviewing sustainability strategies, conducting materiality assessments, monitoring progress against sustainability goals and targets, and engaging with stakeholders to understand their priorities and concerns. The SC also oversees the collection, verification and reporting of sustainability performance data for inclusion in this Sustainability Report. Taking our current business scale, organisational structure and resource considerations into account, we have adopted a two-tier sustainability governance framework:

Sustainability Committee

The Sustainability Committee comprises Mr. Cheung Ka Ho (Chief Financial Officer) and Mr. Tang Yao Zhi (Group Operations Director). The Committee is responsible for translating the Board's sustainability direction into operational actions, reviewing sustainability performance and material topics, addressing stakeholder feedback, setting measurable targets, and integrating sustainability considerations into day-to-day operational and business decision-making.

Board of Directors

Our Board comprises Ms. Vanessa Lim Xiu Fang (Executive Director), Mr. Lawrence Chen Tse Chau (Independent Director), Mr. Tan Yew Heng, Terrence (Independent Director), and Mr. Lo Kim Seng (Independent Director). The Board oversees the formulation and execution of our sustainability strategy and ensures that appropriate governance structures, risk management frameworks and internal controls are in place to manage sustainability-related and climate-related risks and opportunities effectively. The Board also oversees the SC's management of the Group's economic, environmental, social and governance practices, a responsibility that remains solely with the SC and has not been delegated to other employees. For more information on our Board of Directors, including selection processes and qualifications, please reference to pages 6 and 7 of our Annual Report 2025.

Through this governance structure, we embed sustainability into our decision-making processes, promoting accountability, transparency and disciplined execution. This enables us to respond to evolving sustainability expectations while maintaining operational efficiency and sound corporate governance.

In compliance with Rule 720(6) of the SGX-ST Catalist Rules, all our directors have completed the prescribed mandatory training requirements. In addition, all Board members have undertaken sustainability-related training programmes conducted by the Singapore Institute of Directors, supporting informed and effective oversight of sustainability and climate-related matters.

STAKEHOLDER ENGAGEMENT

We strive to ensure that feedback from our stakeholders is carefully considered and, where appropriate, acted upon. To strengthen our stakeholder engagement processes, we conducted an internal stakeholder mapping exercise to identify our key stakeholder groups. These groups across our value chain include government and regulators, shareholders and investors, employees, customers, local communities, vendors and suppliers.

Throughout FY2025, we engaged with our stakeholders through both formal and informal channels. Through our internal engagement processes, we gathered feedback that supports more informed decision-making across the Group. Where feedback is implemented, we communicate outcomes to the relevant stakeholders in a timely manner. We believe that structured and ongoing stakeholder engagement is integral to building trust, strengthening relationships and enhancing the effectiveness of our value chain.

Our approach to engaging stakeholders to identify material topics and sustainability-related risks and opportunities is outlined below:

STAKEHOLDERS ENGAGEMENT

Key Stakeholders	Engagement Activities	Engagement Frequency	Key Concerns
Government and Regulators	• Meetings, discussions and consultations organised by government agencies and regulators such as the Singapore Exchange • Regulatory updates via training and seminars	• As and when required	• Compliance with relevant rules and legislation • Timely reporting and resolution of issues
Employees	• Performance appraisals	• Annually	• Employee welfare and benefits • Occupational health and safety • Work-life balance • Professional development
	• Staff orientation	• As and when required	
Local Communities	• Company's website	• As and when required	• Environmental activities
Customers	• Enquiry and feedback channels such as emails and phone calls • Meetings and discussions with customers • Service delivery	• Ongoing	• Pricing advantage • Product and service quality and reliability • Timely follow-up on customers' feedback
Vendors and Suppliers (Including Contractors)	• Enquiry and feedback channels such as emails and phone calls • Meetings and discussions • Suppliers' assessments and evaluations	• Regular discussions at least monthly.	• Compliance with terms and conditions of agreements/contracts • Engaging continuously with suppliers' product training • Products and materials quality
Shareholders and Investors	• Annual general meetings • Annual report	• Annually	• Transparency and profitability • Business resilience • Timely reporting • ESG integration in any business decisions • Corporate governance
	• Results announcement on SGXNet	• Quarterly	
	• Corporate website	• Ongoing	
	• Board meetings • Press release	• As and when required	

Critical concerns or feedback are communicated to the Board, with meetings convened as required. In FY2025, no critical concerns were communicated to the Board.

SUSTAINABILITY PHILISOPHY

SUSTAINABILITY FRAMEWORK

For FY2025, we have refined our sustainability framework to more deliberately embed economic, environmental, social and governance considerations across our core operating segments, namely Corporate Headquarters and Design & Build Projects. We identify material sustainability topics with direct reference to how we operate and create value within these areas, ensuring that sustainability is integrated into day-to-day decision-making, project delivery and long-term strategic planning, rather than treated as standalone initiatives.

<table>
<tr><th></th><th>Corporate
Headquarter and staff</th><th>Development
‘Design and Build’ Projects</th></tr>
<tr><td rowspan="2">Environment</td><td colspan="2">Energy</td></tr>
<tr><td colspan="2">Emission</td></tr>
<tr><td>Economic</td><td>Economic Performance</td><td>Procurement Practice</td></tr>
<tr><td rowspan="2">Social</td><td colspan="2">Employee Retention and Development</td></tr>
<tr><td>Equal Opportunity and Diversity</td><td>Occupational Health and Safety</td></tr>
<tr><td rowspan="2">Governance</td><td>Anti-bribery and Anti-corruption</td><td rowspan="2">Ethics and Integrity</td></tr>
<tr><td>Whistleblowing</td></tr>
</table>

For comprehensive details on our financial performance and risk management framework, we refer readers to the financial statements in AR 2025, which set out how we maintain financial resilience and support the long-term viability of the Group.

We remain firmly committed to the sustainable evolution of our business and to making a positive contribution to the environments and communities in which we operate. We deliver on this commitment through a structured and systematic approach to identifying, assessing and managing the sustainability-related impacts most relevant to our operations, ensuring that sustainability considerations are embedded in our day-to-day activities and decision-making processes.

SUSTAINABILITY PHILISOPHY

MATERIALITY ASSESSMENT

We identify and prioritise sustainability issues that are most relevant to our stakeholders through a structured and rigorous materiality assessment process. In doing so, we evaluate the actual and potential impacts of these issues on our business, the economy, the environment and people, considering both risk and opportunity considerations.

The outcomes of this assessment directly inform the development and refinement of our sustainability strategy, the design of targeted initiatives and the setting of meaningful performance targets. This ensures that our sustainability priorities remain aligned with our business strategy and stakeholder expectations. The methodology comprises five interconnected steps:

Identification
Background research including stakeholders' interests and sector-specific concerns

Assessment
Assess the pervasive issues across the Group

Prioritisation
Prioritise salient sustainability issues based on their likelihood and severity

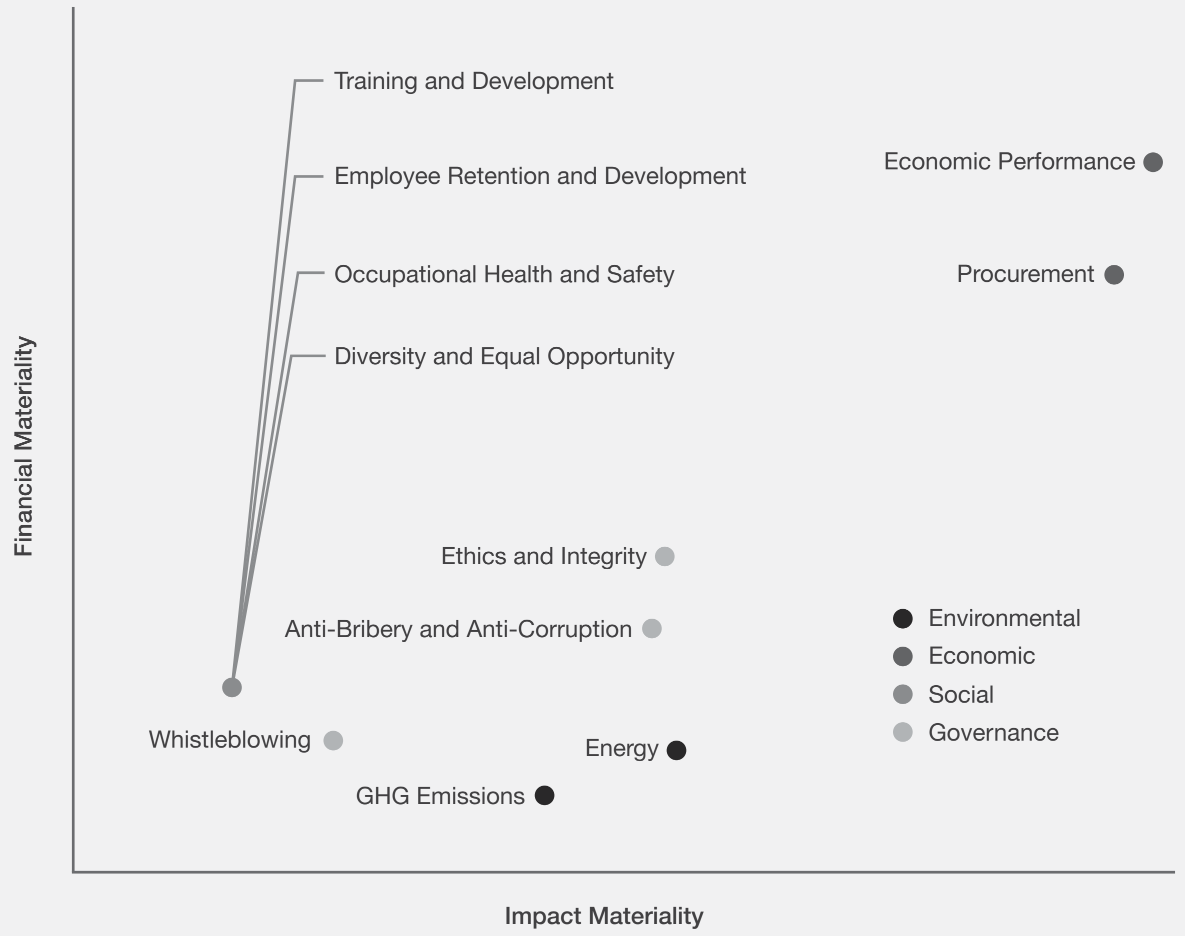
Validation
Validation of material factors and performance metrics by the Board

Review
Seek feedback from stakeholder on this report to review material topics for next reporting cycle

We conduct an annual review of material sustainability topics through the SC and the Board of Directors. In doing so, we consider topics with significant impacts on the economy, the environment and people, including human rights, in alignment with the GRI Standards. Our assessment also incorporates peer benchmarking, a review of ESG developments within Singapore's construction and design sector, and the identification of risks and opportunities associated with each topic.

Through this process, we evaluate the actual and potential economic, environmental and social impacts of each topic, assess their significance based on severity and likelihood, and identify related risks and opportunities. Topics assessed as having higher impact, risk exposure or strategic relevance are prioritised for focused management attention and resource allocation.

DOUBLE MATERIALITY ASSESSMENT



HIGHLY CRITICAL MATERIAL TOPICS	CRITICAL MATERIAL TOPICS	MODERATE MATERIAL TOPICS
Economic Performance	Anti-Bribery and Anti-Corruption	Diversity and Equal Opportunity
Procurement	Ethics and Integrity	Employee Retention and Development
	Energy	Training and Development
	GHG Emissions	Occupational Health and Safety

MATERIALITY TOPICS

Our material topics for FY2025 remain aligned with those prioritised in FY2024, underscoring their ongoing importance to our operations and to the stakeholders we engage with. The following table outlines these material topics alongside the key risks and opportunities associated with each, providing a clear view of how they continue to influence our strategic focus.

Impact identified under GRI		
Material Topics	**Summary of key impacts**	**Summary of management approach**
Economic		
Financial Performance	• Strong financial performance enables us to create long term economic value by delivering high quality design and build solutions and remaining resilient through disciplined financial management, operational efficiency, and innovation. This supports continued investment in people, systems, and technology, strengthening service delivery, project execution, and customer satisfaction, while reinforcing stakeholder confidence and our long term sustainability.	• Sevens Atelier adopts a disciplined financial management approach by maintaining strong financial controls, optimising operational costs, and diversifying revenue through expanded Design & Build service offerings. We invest strategically in talent to enhance service delivery, strengthen customer engagement through platforms such as the Joo Chiat showroom, and implement robust project management systems to ensure projects are delivered on time and within budget, supporting consistent and sustainable financial outcomes.
Procurement	• Our procurement approach emphasises sourcing materials and services that uphold project quality, cost efficiency, and responsible business practices. By collaborating closely with suppliers and prioritising local procurement where possible, we support local economic development, reduce transportation related environmental impacts, and strengthen supply chain resilience. Through deliberate supplier engagement and careful selection, we minimise operational risks while ensuring high standards of quality, safety, and service delivery across our projects.	• We manage our procurement through structured supplier selection and oversight processes that assess product and service quality, delivery reliability, pricing, and alignment with our operational and sustainability expectations. We monitor supplier performance regularly to ensure adherence to contractual requirements and timelines, maintain a diversified supplier base, and foster long term partnerships to reduce supply chain risks and support consistent project execution. Where appropriate, we prioritise suppliers with strong environmental credentials and responsible business practices.
Environmental		
Energy	• Inefficient use of energy could result in increased greenhouse gas (“**GHG**”) emissions as well as increased operating costs, the problem will become exacerbated later as the costs of electricity increases.	• Our key initiatives to reduce energy consumption include adopting energy efficient lighting, limiting our office aircon usage through temperature control and implementing natural ventilation in interior designs. These efforts collectively support lower energy consumption, cost efficiency, and the integration of sustainable design principles across our projects.
Emissions	• Inadequate management of our GHG emissions could increase our contribution to climate change and heighten regulatory, cost and reputational exposure.	• Our key initiatives include increasing reporting standards to better keep track of our GHG emissions, as well as reducing our electricity consumption. These initiatives support our efforts to minimise our emissions footprint and enhance our readiness for full IFRS aligned climate reporting.

Impact identified under GRI		
Material Topics	**Summary of key impacts**	**Summary of management approach**
Social		
Occupational Health and Safety	• Effective management of occupational health and safety helps prevent work related injuries, ill health, and potential disruptions to project delivery, while strong safety practices create positive impacts by protecting the wellbeing of employees and non employee workers, strengthening morale and productivity, and supporting long term operational resilience across both our own activities and those of our subcontractors.	• We maintain ISO 45001 and bizSAFE Star standards, provide regular safety training, enforce clear site specific safety procedures, conduct weekly inspections to ensure MOM compliance, require subcontractor insurance coverage, and implement prompt corrective actions for any incidents or non compliance.
Employee Retention and Development	• Effective hiring and stable employee turnover positively support operational continuity, preserve institutional knowledge, strengthen team cohesion, and enhance employee security, engagement, and long-term career development. • Conversely, high turnover can lead to loss of expertise, increased recruitment and onboarding costs, reduced productivity, and short term disruptions to project delivery and internal workflows.	• Our hiring and turnover initiatives include merit based recruitment aligned with operational needs, ongoing employee engagement through regular communication and exit interviews, and adjustments to people practices based on employee feedback. We support retention through competitive remuneration, comprehensive benefits, professional development opportunities, and prioritising internal promotions to preserve institutional knowledge. Workforce stability is monitored through periodic reviews of hiring and turnover trends, which inform resource planning and long term workforce development.
Equal Opportunity and Diversity	• Promoting diversity and equal opportunity creates positive impacts by fostering an inclusive workplace, enhancing employee engagement, morale and retention, and strengthening organisational performance through a wider range of perspectives and skills. It also supports fair employment practices and contributes to better workforce outcomes in the communities we operate. Conversely, insufficient attention to diversity may result in unequal treatment, reduced representation, lower engagement, reputational risks, and challenges in attracting and retaining talent.	• We promote diversity and equal opportunity through merit based recruitment, fair and objective selection practices, and clear policies that prohibit discrimination. We maintain female representation at the Board level, support balanced gender and age diversity across the workforce, and ensure employees have equal access to training, development, and career progression. Management and functional leaders oversee implementation and periodically review workforce composition and employment practices to ensure effectiveness and alignment with organisational values.

MATERIALITY TOPICS

Impact identified under GRI		
Material Topics	**Summary of key impacts**	**Summary of management approach**
Governance		
Anti-bribery and Anti-corruption	• We uphold a strict anti bribery and anti corruption stance, recognising that any unethical conduct can compromise business integrity and erode stakeholder trust. All employees receive an Employee Handbook upon joining, which clearly outlines expected standards of ethical behaviour and prohibits soliciting or accepting incentives or benefits from parties conducting business with the Group, except in limited situations permitted under company policy.	• We adopt a strict zero tolerance stance on bribery and corruption, supported by policies and controls designed to prevent, detect, and address such risks across our operations. We promote awareness of our ethical standards through regular communication and periodic training, and we maintain monitoring and reporting mechanisms to enable early identification of potential issues. Any suspected or reported incidents are promptly and thoroughly investigated, with appropriate action taken as needed. These measures collectively reinforce ethical conduct, strengthen internal controls, and ensure compliance with relevant laws and regulations.
Ethics and Integrity	• Maintaining strong ethical standards directly supports our organisational resilience by protecting the Group from legal, financial, and reputational risks while strengthening stakeholder confidence. Clear conduct expectations outlined in our Employee Handbook and Code of Conduct promote responsible decision making across the organisation, reinforcing accountability and supporting consistent ethical behaviour. A strong culture of integrity ultimately enhances business stability and contributes to our long term sustainability.	• We strengthen our ethics and integrity through clearly defined policies, annual Code of Conduct and Employee Handbook declarations by all employees and management, and regular training and communication to reinforce expected standards of behaviour. We maintain transparent reporting and accountability mechanisms to address ethical concerns promptly, ensuring consistent application of ethical practices and fostering a strong culture of integrity across the organisation.
Whistleblowing	• Effective whistleblowing mechanisms strengthen transparency and accountability by enabling employees and stakeholders to report unethical or improper conduct without fear of retaliation. By safeguarding whistleblowers acting in good faith and maintaining channels that are safe, confidential, and accessible, Sevens Atelier helps reduce potential financial, legal, and regulatory risks while reinforcing a strong ethical culture and supporting overall organisational integrity.	• We strengthen our whistleblowing framework by maintaining accessible, confidential and trusted reporting channels, actively educating employees and stakeholders on how and what to report, and providing clear guidance on reportable concerns. We safeguard whistleblower identities through secure, confidential mechanisms and ensure all reports undergo robust investigation and resolution processes. Employees who raise concerns in good faith are protected from retaliation, reinforcing confidence in the system and supporting a strong ethical culture across the Group.

The Group acknowledges the critical importance of environmental sustainability and maintains a steadfast focus on reducing our ecological footprint. Through concerted efforts in energy management, carbon reduction, and resource optimization, the Group is committed to minimizing environmental impact while enhancing operational efficiency and long-term business resilience.

ENERGY

Impact on Sevens Atelier

Energy consumption plays a significant role in shaping our environmental footprint and operational performance. By managing our energy use responsibly, we are able to reduce carbon emissions, lower operating costs, and strengthen long term value for our stakeholders. We remain vigilant in monitoring our energy usage across our business activities and continually look for opportunities to enhance efficiency through thoughtful process design and operational improvements. On the other hand, improper management of our energy consumption could contribute to rising temperatures and climate change, as well as increased operational costs.

Management Approach

As a player in the design and build industry, energy is a key component to power our construction projects. From lighting to equipment, energy plays a key role in enabling us to complete our projects. Currently, we are working on improving the efficiency of our equipment and planning, utilising less energy overall to achieve the same results.
Our energy management strategy comprises the following:

- Replacing office lighting with energy-efficient light bulbs;
- Ensuring that our air-conditioning is set to 25°C to reduce energy usage;

Additionally, being in the design and build space has given us the unique opportunity to imbue buildings with sustainable design practices, these include:

- Outfitting interiors with energy efficient lighting;
- Designing with natural airflow in mind, reducing the need for heavy air-conditioning;

These approaches not only support regulatory compliance and cost optimization but also reinforce Sevens Atelier's commitment to sustainable growth and environmental stewardship.

Methodology

As we do not utilise any company vehicles, there are no sources of fuel consumption within our operations. In the case of electricity consumption, we track our electricity consumption using the utility bill that is sent to us at the end of each month. Using these bills, we track and record each month's usage, the total electricity consumption is then converted into kilo-watt hour ("kWh") for calculating other tracked resources like electricity consumption intensity. In the case of electricity consumption intensity, we have chosen to use our revenue in S$'000 as our denominator to calculate our electricity consumption intensity. Additionally, we do not have any significant upstream or downstream energy sources.

Our Performance

During the past three years, our electricity consumption is the result of purchased electricity that powers both our operations at construction sites and our offices. Additionally, there are no vehicles under our operational control and thus our diesel consumption is zero for the past three years.

Summary of our energy consumption in the past three years

Performance Indicator	FY2023	FY2024	FY2025
Electricity Consumption (kWh)	84,711	70,228	45,455
Electricity Consumption Intensity (kWh/ S$'000 revenue)	5.9	7.7	5.8

ENVIRONMENT

In FY2025, we have reduced/increased our energy consumption by 24,773 kWh, which subsequently reduced our electricity consumption intensity to 5.8 kWh/S$'000 Revenue. Hence, we saw a 35.3% reduction in total electricity consumption and a 24.7% reduction in our electricity consumption intensity.

Material Topic	Targets for FY2025	FY2025 Performance
Energy	To reduce energy intensity by (kWh/ revenue) by 1%.	We have reduced our energy consumption intensity by 24.7%
	To replace the existing lights with LED lights.	We replaced our office lights with LED lights which are more energy efficient.

Targets

Going forwards, we aim to continue reducing our electricity consumption through introducing higher efficiency equipment and lighting. Additionally, we will continue to educate our employees on their electricity usage to minimise wastage.

The table below shows our short medium- and long-term targets for energy consumption:

Material Topic	Short-term targets (1-2 year)	Medium-term targets (by 2030)	Long-term targets (by 2050)
Energy	• Reduce energy consumption intensity (kWh/revenue) by 1% from FY2024 baseline. • Replace existing lights with LED technology.	• Reduce energy consumption intensity (kWh/revenue) by 5% from FY2024 baseline.	• Reduce energy consumption intensity (kWh/revenue) by 10% from FY2024 baseline.

EMISSIONS

Emissions reflect the Group's energy consumption performance, by adopting more energy efficient technologies and optimising our operations, we can minimise our environmental impact and reduce our operational costs.

Impact on Sevens Atelier

As a design and fabrication company, we recognise that our emissions directly influence both our environmental performance and long-term business resilience. Our operations, ranging from headquarter operations to on-site project works, generate carbon emissions that contribute to climate change. Excessive GHG emissions can in turn affect our cost structure through rising energy prices, carbon-related regulations, and increasing stakeholder expectations for low-emission practices. High emissions also carry reputational risks, particularly as clients and partners prioritise sustainable vendors. By actively managing and reducing our emissions, we not only minimise our environmental impact but also strengthen our competitiveness, operational efficiency, and alignment with Singapore's broader decarbonisation direction.

Management Approach

As part of our commitment to responsible growth, we are strengthening our management approach to emissions by progressively aligning our practices with the IFRS SDS. While we are still in the early stages of this transition, we are working toward establishing more robust processes to identify, measure, and report our Scope 1, 2, and eventually, our material Scope 3 emissions. This includes improving the accuracy of our data collection, enhancing internal governance over climate related disclosures, and integrating climate considerations into operational and procurement decisions.

As we do not have any Scope 1 emissions, it is imperative that we focus our efforts on reducing our electricity consumption as much as possible. Hence, some of our current measures are adopting more energy efficient equipment, sourcing lower carbon materials where feasible, and engaging suppliers on sustainability expectations. Through these steps, we aim to progressively reduce our emissions footprint while building readiness for full IFRS-aligned reporting in the coming years.

Methodology

Our Scope 2 GHG emissions are calculated using the location based method, which reflects the average emissions intensity of the national electricity grid. We determine our emissions by multiplying the total electricity consumed during the reporting period by Singapore's grid emission factor[1] ("**GEF**") published by the Energy Market Authority ("**EMA**"). Electricity consumption data is obtained from monthly utility bills or metering records and consolidated for the full financial year. The formula for calculating our Scope 2 GHG emissions is as follows:

Scope 2 Emissions (tCO_2e) = Electricity Consumption (kWh) × GEF (tCO_2e/kWh)

Our Performance

Throughout the Reporting Period, we measured and reported our GHG emissions in alignment with both the IFRS SDS and the GRI Standards. Guided by these frameworks, we disclose our Scope 1 emissions from direct operational activities and Scope 2 emissions arising from purchased electricity. Our GHG accounting continues to follow the GHG Protocol: Corporate Accounting and Reporting Standard (2004), and we apply the operational control approach to define the emissions boundary across our operations.

As expectations for climate related transparency evolve under IFRS S2 and GRI 305, we remain committed to progressively expanding our disclosures to include additional Scope 3 categories in future reporting cycles. This phased approach enables us to strengthen our internal data collection processes while providing stakeholders with deeper insights into our broader value chain emissions.

Summary of our energy consumption in the past three years

Performance Indicator	FY2023	FY2024	FY2025
Scope 1 GHG Emissions (tCO_2e)	Nil	Nil	Nil
Scope 2 GHG Emissions (tCO_2e)[2]	35	29	18
Total GHG emissions (tCO^2e)	35	29	18
Total GHG Emissions Intensity (tCO_2e / $1,000 revenue)	0.002	0.003	0.002

In 2025, our total GHG emissions decreased by 11 tCO_2e, which represents a 37.9% percentage decrease in our total GHG emissions.

Targets

Previously, we have only set targets for reducing our electricity consumption, as we do not have any scope 1 emissions. In FY2025, we introduced separate emissions targets to improve our disclosures for this material topic. However, as these targets were first set in FY2025, there is no FY2024 target baseline for performance comparison.

Material Topic	Short-term (1-2 year)	Medium-term (by 2030)	Long-term (by 2050)
Emissions	• Reduce emission consumption intensity (tCO_2e/S$'000 revenue) by 1% from FY2024 baseline. • Replace existing lights with LED technology. • Perform Scope 3 GHG Emissions assessment.	• Reduce emission consumption intensity (tCO_2e/S$'000 revenue) by 3% from FY2024 baseline.	• Reduce emission consumption intensity (tCO_2e/S$'000 revenue) by 8% from FY2024 baseline.

[1] The latest GEF published by EMA can be found here, https://www.ema.gov.sg/resources/singapore-energy-statistics/chapter2

ENVIRONMENT

IFRS S2 CLIMATE-RELATED DISCLOSURES

In alignment with IFRS S2 requirements, Sevens Atelier presents comprehensive climate-related disclosures structured around four interconnected pillars: Governance, Strategy, Risk Management, and Metrics & Targets. These disclosures demonstrate our systematic approach to identifying, assessing, and managing climate-related risks and opportunities that could reasonably be expected to affect our business prospects.

Governance

As part of our commitment to strengthening climate related governance, our Board provides oversight of the risks and opportunities associated with climate change and ensures that these considerations are integrated into our strategic direction and long-term planning. The responsibilities of the Board and Senior management in governing sustainability matters are shown in the table below:

Responsibilities of the Board
• Overseeing the formulation and execution of sustainability strategies. • Ensuring robust governance and risk management processes are in place to address climate-related risks and opportunities.

The Board is then supported by Senior Management, who assists them by implementing our climate strategy. The responsibilities of Senior Management are shown below:

Responsibilities of Senior Management
• Reviewing sustainability performance and material topics. • Addressing stakeholder changes and setting measurable targets. • Implementing approved strategies and integrating sustainability concerns into operational decision making

We are progressively enhancing internal roles, processes, and controls to support more robust climate governance, including clearer accountability for climate-related metrics and more systematic evaluation of climate impacts within operational and financial decision-making.

Strategy

The Group's climate strategy is architected to identify and manage risks and opportunities across clearly defined time horizons, short-term (1-2 years), medium-term (to 2030), and long-term (to 2050). This strategic framework encompasses both physical risks, such as damage from extreme weather events, and transition risks arising from policy changes, legal requirements, technological evolution, and market dynamics. These factors carry substantial implications for our business operations, strategic direction, and financial planning. Simultaneously, evolving market conditions, technological innovations, and growing consumer preference for sustainable products present significant business opportunities for value creation.

Risk Management

As we assess the material factors that shape our business, we recognise that each carries its own set of risks and opportunities. Our environmental risk management framework enables us to systematically identify, evaluate, and document our material impacts—including climate-related impacts—along with the associated risks, key controls, and mitigation measures.

We closely monitor global climate science, and the United Nations' warning that annual GHG emissions must be reduced by 42% by 2030 to avoid an estimated 3.1°C temperature rise[2] underscores the urgency for action. Acknowledging the far-reaching implications that climate change may have on our operations and long-term resilience, we remain committed to reducing our environmental footprint while pursuing opportunities that support our transition into a more sustainable and climate-ready organisation.

Through this structured process, we gain clarity on which impacts can be mitigated effectively to strengthen business sustainability. We are also focused on addressing climate-related risks and opportunities that are particularly relevant to the Design and Build industry, enabling us to respond proactively to sector-specific challenges. Looking ahead, we intend to progressively broaden the scope of our materiality assessment to capture a wider range of emerging issues, such as new building construction regulations and shifting labour cost trends, as these issues will be critical to maintaining our competitiveness in the years to come.

[2] Global emissions reduction pathways referenced from United Nations Environment Programme Gap Report 2024 https://www.unep.org/resources/emissions-gap-report-2024

Our risk management approach is multi-layered and guided by strong governance. The Audit Committee ("**AC**") and our Board, together with senior management and the Sustainability Committee, oversee the identification and evaluation of climate-related risks and opportunities. Once these are identified, the AC and Board will review our strategies, targets, and internal controls to ensure we remain equipped to meet our climate-related objectives. In addition, relevant Key Risk Indicators ("**KRIs**") and Key Performance Indicators ("**KPIs**") are established and monitored by the responsible teams to track performance and strengthen accountability across the organisation.

Scenario Analysis on CRROs

In FY2025, members of the Sustainability Committee undertook a comprehensive reassessment to identify climate-related risks and opportunities affecting the entire Group. As we transition towards full compliance with IFRS S1 and S2 reporting requirements, we have also adapted our CRRO table to move us closer to full compliance. During our reassessment of our CRROs, we have also sought to update our scenario analysis tables. We have now changed to scenarios from the Network for Greening Financial System[3] ("**NGFS**"), for economic and sectoral impacts. For physical risk pathways, we will be adopting scenarios from the Intergovernmental Panel on Climate Change ("**IPCC**") Sixth Annual Report[4]. We have aligned both scenarios from NGFS and IPCC to ensure consistency between climate science and economic impacts. By integrating pathways from both organisations, we aim to perform a resilience analysis which aims to help us define our long-term strategy and challenge business model resilience.

Overall, three main scenarios were selected for their applicability to our business and to cover a wide range of situations that reflects both physical and economic changes, the three scenarios are as follows:

1. **Net Zero 2050 scenario –** Global warming is limited to 1.5°C through stringent climate policies and decarbonisation work. (NGFS Net Zero 2050 Pathway, SSP 1-1.9)
2. **Delayed Transition –** Global annual emissions do not decrease until 2030, then strong and stringent climate policies are then implemented to keep global warming to below 2°C (NGFS Delayed Transition Pathway, SSP 2-4.5)
3. **Current Policies –** Global annual emissions do not decrease until 2080. (NGFS Current Policies Pathway, SSP 3-7.0)

These three scenarios provide us with a comprehensive overview of physical and policy changes in the long-term (>10 years) for us to assess our business's resilience in the long-term. The table below provides us with a more detailed look into the various scenarios selected for our climate risk and opportunities analysis.

Scenario	Net Zero 2050	Delayed Transition	Current Policies
Description	Net Zero 2050 limits global warming to 1.5°C through stringent climate policies and innovation, reaching global net zero CO2 emissions around 2050.	Delayed Transition assumes global annual emissions do not decrease until 2030, then strong and strict climate policies are implemented to limit global warming to 2°C by 2050.	Current Policies assumes that only currently implemented policies are preserved, leading to high physical risks. Emissions grow until 2080 leading to about 3 °C of warming and severe physical risks.
Rationale	Evaluating physical and transition risks under a low carbon but high transition scenario.	Evaluating physical and transition risks under a medium carbon but high yet delayed transition scenario.	Evaluating physical and transition risks under a high carbon and low transition scenario.
Underlying model	NGFS Net Zero 2050 Pathway SSP 1-1.9	NGFS Delayed Transition Pathway SSP 2-4.5	NGFS Current Policies Pathway SSP 3-7.0
Assumptions	Climate policies are introduced immediately; leading global warming being limited to 1.5°C by 2050. Contains transition risks but low physical risks.	Climate policies are only introduced after 2030. Till then, emissions are released at their current rate, resulting in a moderate chance that global warming is limited to 2°C after 2030. Results in high transition risks and medium physical risks.	No new strong and global climate policies are introduced from our current day, resulting in roughly 3°C of global warming after 2080. Results in low transition risks but high physical risks.

[3] Pathways used in scenario analysis are taken from https://www.ngfs.net/ngfs-scenarios-portal/explore
[4] Scenarios used reference https://www.ipcc.ch/report/ar6/syr/downloads/report/IPCC_AR6_SYR_LongerReport.pdf

Climate-related Risks and Opportunities

We acknowledge that climate change introduces a range of risks and opportunities that could significantly influence our business model, operational activities, and financial outcomes. By conducting comprehensive scenario analysis, we have gained a clearer understanding of how different climate futures may impact our organisation. Through this process, we have identified and evaluated the key climate-related risks and opportunities most relevant to our operations.

Risk Type	Scenario	Impact	Mitigating Measures
Physical Risks			
Chronic Rising mean temperatures	Net Zero 2050 (Rise in temperature limited to 1.5°C)	• Minimal operating costs increase due to higher air-conditioning usage at our offices. • Minimal reduced profitability as natural cooling is needed to be installed in our projects.	• Reduce energy consumption in office operations, including optimising air-conditioning usage, upgrading to energy-efficient lighting and equipment, encouraging employees to adopt energy-saving habits, and exploring the use of renewable energy sources where feasible. • Begin assessing and researching, climate resilient materials that can be incorporated into our construction.
	Delayed Transition (Rise in temperature limited to 2°C)	• Operating costs increase due to higher air-conditioning usage at all our offices. • Profitability reduced as design philosophies need to change to implement natural cooling throughout our projects.	
	Current Policies (Rise in temperature projected to reach 3°C)	• High operating costs increase due to high air-conditioning usage at all our offices to ensure the comfort of our employees. • Higher research and development costs due to increased need to implement new materials and design philosophies in our projects. • Profitability is heavily reduced as new technologies or building methods are required in all projects due to the higher temperatures.	
Rising sea levels	Net Zero 2050 (Rise in temperature limited to 1.5°C)	• Recent studies[5] project that by the end of the century, sea levels could rise between 0.45 meters in a low carbon emission scenario to 0.79 meters in a high carbon emission scenario. • The risk of damage to property and our projects is directly proportional to the level of sea level rise due to global warming. The higher the sea levels rise, the more environmental compliance, repair, and material costs will be borne by us, leading to decreased profitability.	• Promote energy efficiency in office premises and encourage homeowners and clients to install solar panels. • Recommend floodproof or raised designs for projects in high flood risk areas.
	Delayed Transition (Rise in temperature limited to 2°C)		
	Current Policies (Rise in temperature projected to reach 3°C)		

[5] https://www.mss-int.sg/docs/default-source/v3_reports/v3-stakeholder-report_20240306.pdf

Risk Type	Scenario	Impact	Mitigating Measures
Transition Risks			
Enhanced emissions-reporting obligations	Net Zero 2050 (Rise in temperature limited to 1.5°C)	• An immediate transition to higher environmental compliance and reporting regulations leads to an indirect operating cost. This includes higher professional and consultancy fees, compliance costs, and administrative expenses to meet reporting requirements.	• Provide in-house training to ensure that all staff members have up-to-date knowledge and skills.
	Delayed Transition (Rise in temperature limited to 2°C)	• A delayed transition scenario results in increased environmental and emissions reporting regulations from 2035 onwards. However, the suddenness and strictness of the new changes will result in higher professional and consultancy fees, compliance costs, and administrative expenses to meet reporting requirements.	
	Current Policies (Rise in temperature projected to reach 3°C)	• Sticking to our current policies, a low transition situation will not introduce more compliance and regulation compared to the ones currently, overall resulting in a smaller increase in regulatory and compliance costs.	
Mandates and Regulation of Existing Products and Services	Net Zero 2050 (Rise in temperature limited to 1.5°C)	• Fast and immediate implementation of laws and regulations results in immediate transition costs, as a result of sourcing new materials and suppliers. • A one-time operational cost may be incurred as operational requirements are changed according to new laws and regulations.	• We will adopt this practice from FY2025 onward to source suitable contractors.
	Delayed Transition (Rise in temperature limited to 2°C)	• A delayed transition and implementation of rules and regulations could result in higher repair and maintenance costs as our older projects would need to be updated. Additionally, profitability might be hindered once regulations and implemented due to costs borne when changing suppliers and materials.	
	Current Policies (Rise in temperature projected to reach 3°C)	• Maintenance of our current policies will result in increased costs due to our projects requiring more climate resilient materials. Indirect operating costs might also increase as a result of having to source these materials.	

ENVIRONMENT

<table>
<tr><th>Risk Type</th><th>Scenario</th><th>Impact</th><th>Mitigating Measures</th></tr>
<tr><td rowspan="3">Exposure to litigation</td><td>Net Zero 2050 (Rise in temperature limited to 1.5°C)</td><td rowspan="2">• The higher regulations and compliance requirements as a result of new laws and regulations would potentially expose us to litigation due to increased regulatory requirements.</td><td rowspan="3">• Some precautionary measures could be implemented, including upskilling the current team and aligning practices with market standards.</td></tr>
<tr><td>Delayed Transition (Rise in temperature limited to 2°C)</td></tr>
<tr><td>Current Policies (Rise in temperature projected to reach 3°C)</td><td>• As a low transition scenario, the regulatory and compliance challenges might be reduced, however, there will be increased risk of litigation due to older projects not being able to withstand the higher temperatures.</td></tr>
<tr><td rowspan="3">Changing Customer Behaviour</td><td>Net Zero 2050 (Rise in temperature limited to 1.5°C)</td><td rowspan="3">• This shift may require additional investments in sourcing sustainable materials and adopting advanced design technologies.
• Customers might not be willing to pay more for climate resilient materials, thus harming profitability overall.</td><td rowspan="3">• We could encourage our clients (homeowners) to adopt environmentally friendly products by highlighting their benefits, offering incentives, and providing guidance on sustainable choices.</td></tr>
<tr><td>Delayed Transition (Rise in temperature limited to 2°C)</td></tr>
<tr><td>Current Policies (Rise in temperature projected to reach 3°C)</td></tr>
<tr><td rowspan="3">Uncertainty in Market Signals</td><td>Net Zero 2050 (Rise in temperature limited to 1.5°C)</td><td rowspan="3">• These uncertainties may influence how investors, customers, and other stakeholders interpret and respond to the Group’s climate-related disclosures.
• For instance, supply chain uncertainties may impact market signals, and investors may require a higher risk premium if these uncertainties persist, leading to higher capital costs and increased operational expenses.</td><td rowspan="3">• We aim to implement in-house training programmes to ensure market practices are met, keeping employees updated on industry standards and best practices.</td></tr>
<tr><td>Delayed Transition (Rise in temperature limited to 2°C)</td></tr>
<tr><td>Current Policies (Rise in temperature projected to reach 3°C)</td></tr>
</table>

Our Climate-related Opportunities are outlined in the table below:

Climate-Related Opportunities	
Resource Efficiency	• Adopting more energy efficient operational practices and equipment, including LED lighting and optimised heating, ventilation, and air conditioning systems to improve overall energy performance. • Reducing water consumption in office spaces through the installation of water saving fixtures and by encouraging employees to practise mindful water use habits.
Energy Source	• Exploring opportunities to support decentralised clean energy solutions by facilitating the installation of solar panels on clients' rooftops, enabling on site renewable energy generation.
Products and Services	• Responding to evolving customer preferences by offering solutions that meet increasing demand for smart, sustainable, and environmentally conscious designs.
Resilience	• Promoting the adoption of energy efficient measures while encouraging homeowners to install solar panels and participate in renewable energy programmes.

Metrics and Targets

As a leading player in architectural design, property development, and construction, Sevens Atelier is committed to integrating sustainability metrics throughout our operations.

In alignment with Singapore's climate targets and the Paris Agreement objectives, the Group is implementing a structured, phased approach toward emissions reduction. We aim to achieve Net Zero for Scope 1 and 2 emissions by 2050. Annual progress monitoring ensures continuous alignment with our sustainability commitments.

Furthermore, sustainability considerations are embedded in the Group's decision-making processes to support long-term value creation in the Design and Build environment. EESG performance indicators are under continuous review for integration into business strategy and reporting frameworks, ensuring responsible growth and resilience in an evolving regulatory landscape. For more details, please look at the targets under each material topic.

ECONOMIC

FINANCIAL PERFORMANCE

Impact on Sevens Atelier

Our financial performance plays a critical role in supporting our operational stability and long term viability. Sustainable financial outcomes enable us to meet our obligations, deliver products reliably, and maintain consistent standards of service and quality for our clients. Our financial strength also allows us to invest in talent, digital systems, and process improvements, enhancing our operational effectiveness and competitiveness. Conversely, adverse financial outcomes could constrain our ability to execute projects and manage costs effectively, which may affect revenue generation and investment decisions. Maintaining sound financial performance therefore underpins our ability to manage risks and preserve long term business continuity.

Management Approach

We adopt a disciplined approach to managing financial performance to support sustainable economic value creation. This includes maintaining rigorous financial controls and cost optimisation across operations, diversifying revenue streams through expanded service offerings in the Design and Build sector and investing strategically in talent to strengthen service delivery capabilities. We also focus on enhancing customer engagement through initiatives such as the Joo Chiat showroom, which serves as a platform to showcase our capabilities and attract premium clientele. Robust project management systems are implemented across projects to ensure that those projects are delivered on time and within budget, which support our consistent financial outcomes.

Performance

Summary of Group's financial performance in FY2025

	FY2023	FY2024	FY2025
Direct Economic Value Generated (SGD)			
Direct Economic Value Generated (Revenue)	14,330,000	9,099,000	8,166,000
Economic Value Distributed (SGD)			
Operating Expenses	12,122,000	7,313,000	7,233,000
Payment to Providers of Capital (Dividends)	Nil	Nil	Nil
Income Taxes Paid	Nil	Nil	Nil
Economic Value Retained (SGD)	2,208,000	1,786,000	933,000

Targets

We establish financial targets to guide our performance monitoring and support long-term business sustainability, while maintaining flexibility to respond to market conditions. The following represents the Group's financial performance to its target in FY2025.

Material Topic	Targets for FY2025	FY2025 Performance
Financial Performance	Aim to achieve a revenue target of S$16 to S$18 million, leveraging on its niche expertise in redevelopment, Additions & Alterations ("A&A") and interior design.	Our revenue in FY2025 is a total of S$8,166,000.

Material Topic	Short-term targets (1-2 year)	Medium-term targets (by 2030)	Long-term targets (by 2050)
Financial Performance	• Achieve a revenue target of S$16 to S$18 million, leveraging on its niche expertise in redevelopment, A&A, and interior design.	• Maintain a healthy financial position, subject to market conditions.	• Maintain a healthy financial position, subject to market conditions.

PROCUREMENT

Impact on Sevens Atelier

We aim to create positive economic and environmental outcomes through our procurement activities. We recognise it as a key driver of project quality, cost efficiency and responsible business practices. Our procurement decisions influence the reliability of project delivery and operational resilience while also shaping relationships with local suppliers and contractors, across our value chain. Ineffective procurement practices could expose the Group to operational disruptions, quality issues and increased financial and reputational risks. Thus, responsible procurement practices help to manage these potential negative impacts contributing to safe service delivery and long-term business sustainability.

Management Approach

We have established procurement processes to ensure supplier selection and management are conducted in a structured and responsible manner. Supplier assessments consider multiple factors, including quality of products or services, delivery reliability, pricing competitiveness and alignment with our operational and sustainability expectations. We regularly monitor supplier performance to ensure adherence to contractual requirements and project timelines. By maintaining a diversified supplier base and fostering long-term relationships with trusted partners, we mitigate supply chain risks and support consistent project execution, where appropriate, we prioritise suppliers that demonstrate strong environmental credentials and responsible business practices.

Methodology

Our definition of local is defined as companies that are based in Singapore.

Performance

Comparison for the Group's procurement against its target for FY2025

Material Topic	Targets for FY2025	FY2025 Performance
Procurement	To maintain 99% local purchases.	We have continued to maintain 99% local purchases.

Targets

Going forwards, we aim to maintain our utilisation of local suppliers and purchases, thus we have adjusted our procurement target to a perpetual one.

Material Topic	Perpetual Target
Procurement	To maintain 99% local purchases.

SOCIAL

The Design and Build industry fundamentally rely on human talent to transform innovative designs into tangible reality, and Sevens Atelier is no exception to this principle. The Group values its employees as our most valuable asset and recognizes them as essential drivers of our continued success and competitive advantage.

OCCUPATIONAL HEALTH AND SAFETY

Impact on Sevens Atelier

Occupational health and safety is a key material topic for Sevens Atelier due to the nature of our Design & Build activities, which involve the use of specialised construction tools, machinery and on-site works. Without effective controls, our operations may result in actual or potential negative impacts on people, including work-related injuries or ill health, as well as disruption to business continuity and project delivery. At the same time, strong occupational health and safety practices create positive impacts by protecting the wellbeing of employees and non-employee workers, enhancing morale and productivity, and supporting the long-term sustainability of our operations. These impacts arise from both our own activities and our business relationships with subcontractors. Ensuring that everyone returns home safely at the end of each workday remains our highest priority. To support this, all employees receive occupational health and safety briefings and training upon joining the Group, reinforcing a consistent safety culture across the organisation.

To ensure alignment with regulatory requirements and industry best practice, both Sevens Build and Sevens Design maintain ISO 45001:2018 certification. Since achieving certification in 2021, we have continued to demonstrate compliance with our occupational health and safety management system and pursue ongoing improvement.

Management Approach

Our management approach to occupational health and safety is based on a structured framework of policies, controls and continuous improvement measures to prevent, mitigate and manage safety-related impacts across our operations and project sites. We are committed to complying with all applicable occupational health and safety laws and regulations and to maintaining recognised management systems, including ISO 45001:2018 certification and bizSAFE[6] Star accreditation.

Preventive measures include systematic occupational health and safety training for employees and subcontractors, clearly communicated safety procedures across all project sites, and regular random site inspections conducted on a weekly basis to verify compliance with requirements set by Singapore's Ministry of Manpower[7] ("**MOM**"). Subcontractors are also required to maintain appropriate insurance coverage for their workers as part of our risk management controls.

Where occupational health and safety non-compliance or incidents are identified, we engage promptly with relevant site personnel and subcontractors to implement corrective actions, supporting timely remediation and helping to prevent recurrence. We ensure that workers can report work-related hazards directly to management, and that such reports can be made without fear of reprisal or disciplinary action.

Workers are also permitted to remove themselves from work situations they believe may pose a risk to their health or safety, and are required to report the situation to management. We ensure that workers who act in good faith are not subject to reprisal or disciplinary action.

We support the identification and elimination of hazards and the reduction of risks through regular site inspections, risk assessments, incident and near-miss investigations, as well as targeted training and health monitoring where relevant. Service quality is maintained through competent staff and approved providers, documented procedures, periodic audits and reviews, and the tracking of corrective actions. Workers can access support easily via supervisors and WSH representatives, toolbox briefings, and straightforward reporting channels, with timely follow-up and confidentiality assured.

We embed occupational health and safety considerations into day-to-day operations, training programmes and site management practices to promote workforce wellbeing and operational stability. The effectiveness of our measures is monitored through inspections, incident reporting and performance indicators such as regulatory compliance, work-related injuries and lost time incident rates. Our objectives include achieving zero breaches of occupational health and safety regulations, targeting zero work-related injuries and minimising lost time incidents.

Engagement with employees, subcontractors and regulators informs both the actions we take and how we assess their effectiveness. Feedback from training, site inspections and regulatory interactions is used to continuously refine our occupational health and safety practices.

[6] https://www.tal.sg/wshc/programmes/bizsafe/about-bizsafe
[7] https://www.mom.gov.sg/

Methodology

Occupational health and safety rates are calculated based on total hours worked during the reporting period. The rate of fatalities as a result of work-related injury is calculated by dividing the number of fatalities by the total number of hours worked and multiplying the result by either 200,000 or 1,000,000 hours worked. Similarly, this formula is used to calculate the rate of high-consequence work related injuries and recordable work-related injuries.

Our Performance

Employee Performance (Work-related Injuries)

Performance Indicator	FY2023	FY2024	FY2025
Number of Non-Compliance Incidents	Nil	Nil	Nil
Number of Fatalities from Work-related Injuries	Nil	Nil	Nil
Number of High-consequence Work-related Injuries	Nil	Nil	Nil
Number of Recordable Work-related Injuries	Nil	Nil	Nil
Number of Hours Worked	Not Previously Disclosed	Not Previously Disclosed	Not Available[8]

For our designers and office workers, potential workplace injuries include ergonomic and office-based risks such as musculoskeletal discomfort, repetitive strain injuries and eye strain arising from prolonged computer use. In addition, when designers are required to attend construction sites, where they may be exposed to site-related hazards including slips, trips and falls, interaction with moving equipment, or working in proximity to ongoing construction activities. While the overall risk remains low, we implement appropriate safety briefings, site access controls and personal protective equipment requirements to minimise the likelihood and severity of such injuries.

Workers who are not Employees (Work-related Injuries)

Workers who are not employees are individuals who perform work for the organisation but are not in an employment relationship with it. Subcontractors engaged in the construction of buildings fall within this category and operate under the Group's operational control at project sites; relevant occupational health and safety data relating to these workers are disclosed below

Performance Indicator	FY2025
Number of Non-Compliance Incidents	Nil
Number of Fatalities from Work-related Injuries	Nil
Number of High-consequence Work-related Injuries	Nil
Number of Recordable Work-related Injuries	Nil
Number of Hours Worked	Not Available[9]

[8] We are currently unable to disclose the total number of hours worked for FY2025 as we are in the process of improving our data collection methodology; we intend to provide this information in future reporting periods once the methodology has been fully established.
[9] We are currently unable to disclose the total number of hours worked for FY2025 as we are in the process of improving our data collection methodology; we intend to provide this information in future reporting periods once the methodology has been fully established.

For construction workers who are not our employees but are engaged through subcontractors on our project sites, potential workplace injuries may include slips, trips and falls; injuries arising from the use of machinery, tools or equipment; musculoskeletal strains from manual handling; and cuts or abrasions during construction activities. In more severe cases, risks may also arise from working at height or in proximity to moving vehicles and equipment. Although these workers are employed by subcontractors, we recognise our responsibility to manage occupational health and safety risks on sites under our operational control and implement site safety rules, inspections and corrective actions to minimise the likelihood and severity of such injuries.

Employee Performance (Work-related Ill Health)

Performance Indicator	FY2023	FY2024	FY2025
Number of Non-Compliance Incidents	Nil	Nil	Nil
Number of Fatalities from Work-related Ill Health	Nil	Nil	Nil
Number of Recordable Work-related Ill Health	Nil	Nil	Nil

For our designers and office-based employees, work-related ill health risks are primarily long-term and cumulative in nature rather than injury-related. These include musculoskeletal disorders arising from sustained sedentary work, prolonged static postures and repetitive movements, as well as visual fatigue associated with extended screen exposure. Psychosocial factors, such as work-related stress during peak project phases, may also contribute to work-related ill health if not appropriately managed. We address these risks through ergonomic workplace design, workload and schedule management, awareness initiatives and regular breaks, with the objective of preventing the onset or progression of work-related ill health and supporting overall employee wellbeing.

Workers who are not Employees (Work-related Ill Health)

Performance Indicator	FY2025
Number of Non-Compliance Incidents	Nil
Number of Fatalities from Work-related Ill Health	Nil
Number of Recordable Work-related Ill Health	Nil

For construction workers who are not our employees but are engaged through subcontractors on our project sites, work-related ill health risks are primarily associated with prolonged physical exertion and exposure to site conditions. These may include musculoskeletal disorders arising from repetitive or heavy manual handling, heat stress from working in outdoor environments, and respiratory or auditory effects due to exposure to dust, noise or fumes. Although these workers are employed by subcontractors, we recognise our responsibility to manage work-related ill health risks on sites under our operational control and implement preventive measures, including safe work practices, environmental controls and appropriate protective measures, to minimise the likelihood and severity of such health impacts.

We identify occupational health and safety hazards through regular site inspections, workplace risk assessments, incident reviews and engagement with employees and subcontractors. Actions to address identified hazards are implemented in accordance with the hierarchy of controls, prioritising elimination and substitution where practicable, followed by engineering and administrative controls and, where residual risks remain, the use of appropriate personal protective equipment. Management investigates work-related incidents to identify hazards, assess risks, implement corrective actions using the hierarchy of controls, and improve the health and safety system. These measures are applied across both office and construction site environments, with ongoing monitoring to ensure risks are minimised and controls remain effective.

No workers have been excluded from this disclosure.

Targets

To support continuous improvement in our occupational health and safety performance, we have established a set of ongoing targets that guide our actions and reinforce our commitment to maintaining a safe and healthy working environment. These targets are reviewed regularly to ensure their continued relevance and effectiveness.

Material Topic	Perpetual Targets	FY2025 Performance
Occupational Health and Safety	Zero cases of non-compliance with labour standards.	Achieved
	Zero fatalities and high-consequence work-related injuries.	Achieved
	Zero recordable work-related injuries and illnesses.	Achieved

EMPLOYEE RETENTION AND DEVELOPMENT

Our employees form the foundation of Sevens Atelier's operations and long-term success. As at FY2025, the Group comprises a diverse workforce across our Corporate Headquarters and Design & Build operations, with employees engaged in design, project management and support functions that are critical to value creation. Against this backdrop, employee retention and development remain key priorities for the Group, as maintaining a stable, skilled and motivated workforce enables us to deliver high-quality outcomes for our clients while supporting sustainable business growth. A breakdown of employees by gender, region, contract type, and employment type is presented below to provide further context on the Group's workforce profile.

Methodology

Employee data was derived from the Company's payroll and human resources records, with the reported figures representing individuals employed during the reporting period.

Total Employees

The table below shows the total number of employees, by headcount, as at 31st December for the respective years. The data excludes one outsourced full-time account executive in FY2023 and FY2024.

Headcount	FY2023	FY2024	FY2025
By Gender			
Male	11	9	8
Female	5	6	7
By Region			
Singapore	Not Previously Disclosed	Not Previously Disclosed	14
Malaysia	Not Previously Disclosed	Not Previously Disclosed	1
By Age Group			
< 30 Years Old	3	3	1
30-50 Years Old	12	12	14
>50 Years Old	1	Nil	Nil
Total	16	15	15

Employees by Contract Type

Headcount	FY2023	FY2024	FY2025
Permanent Employees			
Male	11	9	8
Female	5	6	6
Temporary Employees			
Male	Nil	Nil	Nil
Female	Nil	Nil	1
By Region			
Singapore	Not Previously Disclosed	Not Previously Disclosed	14
Malaysia	Not Previously Disclosed	Not Previously Disclosed	1
Total	16	15	15

SOCIAL

Employees by Employment Type

All employees of the Group are currently employed on a full-time or part-time basis. Full-time employees receive annual leave benefits, whereas part-time employees do not.

Full-time Employees

Headcount	FY2023	FY2024	FY2025
Full-time Employees			
Male	11	9	8
Female	5	6	6
By Region			
Singapore	Not Previously Disclosed	Not Previously Disclosed	13
Malaysia	Not Previously Disclosed	Not Previously Disclosed	1
Total	16	15	14

Part-time Employees

Headcount	FY2023	FY2024	FY2025
Part-time Employees			
Male	Nil	Nil	Nil
Female	Nil	Nil	1
By Region			
Singapore	Nil	Nil	1
Total	Nil	Nil	1

Workers Who are Not Employees

We rely on the diverse competencies and skills of our employees to translate innovative and distinctive designs into reality. To support project delivery, we also engage specialist subcontractors who contribute unique expertise to our Design & Build projects. On average, we collaborate with up to 30 specialist subcontractors on a single project, with each subcontractor typically providing two to five workers depending on project requirements. For addition and alteration projects, subcontractors may supply up to five workers on a daily basis. In FY2025, the Group oversaw three projects, and collaborated with up to 30 specialist subcontractors, each having 2 to 5 workers on a single project, which led to the engagement of between 180 and 450 subcontractors.

Given the significant role subcontractors play in our operations, their workers are treated as an integral part of the Group while on our project sites. We ensure that all subcontracted workers receive training in the Group's safety procedures and are provided with appropriate personal protective equipment. In addition, we actively advocate responsible working practices by encouraging arrangements that limit excessive overtime and align working hours more closely with Ministry of Manpower guidelines.

We remain fully committed to the safety of all workers engaged in our operations, including subcontracted workers. Safeguarding worker wellbeing is fundamental to our values, and we are dedicated to ensuring that everyone working on our projects can return home safely at the end of each working day.

	FY2025
Headcount	180-450

EMPLOYEE RETENTION

Impact on Sevens Atelier

Hiring and employee turnover have a direct impact on Sevens Atelier's ability to maintain operational continuity, preserve institutional knowledge and deliver consistent quality across our Design & Build projects. Effective recruitment supports access to the skills and experience required to meet evolving client and project needs, while low and stable turnover contributes to workforce continuity, team cohesion and productivity. Conversely, elevated turnover may result in loss of expertise, increased recruitment and onboarding costs, and short-term disruptions to project delivery and internal workflows.

From a people perspective, fair and transparent hiring practices and stable employment opportunities contribute positively to employee security, engagement and career development. We recognise that our approach to recruitment and retention influences employee morale and long-term commitment to the Group. As such, hiring and turnover are closely linked to our broader employee retention and development strategy and are monitored to ensure alignment with sustainable workforce planning.

Management Approach

Our management approach to hiring and turnover focuses on attracting suitably qualified talent, supporting employee retention and maintaining a stable workforce aligned with our long-term business objectives. Recruitment decisions are guided by operational needs, role requirements and merit-based selection, with the aim of building teams that can deliver high-quality outcomes across both Corporate Headquarters and project-based operations.

To manage turnover risks, we maintain ongoing engagement with employees through regular communication channels and exit interviews, which provide insights into employee expectations, workplace priorities and areas for improvement. These insights inform adjustments to our people practices, including work environment, career development opportunities and remuneration considerations.

We support employee retention through competitive remuneration packages, comprehensive employee benefits and opportunities for professional development and internal progression. Where practicable, internal promotions are prioritised to retain institutional knowledge and motivate long-term career growth within the Group. Hiring and turnover trends are reviewed periodically to assess workforce stability and to inform workforce planning and resource allocation decisions.

Through these measures, we seek to maintain a balanced and sustainable approach to workforce growth while minimising unnecessary turnover and its associated operational and social impacts.

Methodology

Hiring rates are calculated by dividing the number of new hires by the average number of employees during the respective reporting period. Turnover rates are calculated using the same methodology, with the number of new hires replaced by the number of employees who resigned during the reporting period. For each category (by age group, gender or region), the relevant rate is calculated by dividing the total number of hires or resignations within that category by the average number of employees in the corresponding category.

Our Performance

New Employee Hires

In FY2025, we welcomed three new employees into the Group. The demographic profile of new hires in total headcount and rate is set out below.

	FY2023		FY2024		FY2025	
	Headcount	Rate	Headcount	Rate	Headcount	Rate
Total New Hire	**11**	**63%**	**6**	**39%**	**7**	**47%**
By Gender						
Male	7	58%	2	22%	2	24%
Female	4	73%	4	73%	5	77%
By Region						
Singapore	Not Previously Disclosed		Not Previously Disclosed		7	50%
By Age Group						
< 30 Years Old	2	57%	2	67%	1	50%
30 – 50 Years Old	7	56%	3	25%	3	23%
> 50 Years Old	2	133%	1	200%	3	N/A[10]

Employee Turnover

In FY2025, seven employees resigned from the Group. The demographic profile of resigned employees in total headcount and rate is set out below.

	FY2023		FY2024		FY2025	
	Headcount	Rate	Headcount	Rate	Headcount	Rate
Total Turnover	**14**	**80%**	**9**	**58%**	**7**	**47%**
By Gender						
Male	9	75%	5	50%	3	35%
Female	5	91%	4	73%	4	62%
By Region						
Singapore	Not Previously Disclosed		Not Previously Disclosed		7	50%
By Age Group						
< 30 Years Old	5	143%	1	33%	Nil	Nil
30 – 50 Years Old	6	48%	6	50%	4	31%
> 50 Years Old	3	200%	2	400%	3	N/A[10]

[10] Hiring rate cannot be disclosed based on the methodology used to calculate the hiring rate for each respective category.

In FY2025, we achieved a meaningful reduction in employee turnover. The turnover rate for our male employees decreased from 50% to 35%, while the turnover rate for our female employees improved from 73% to 62%. These results demonstrate our progress in strengthening workforce stability and reflect our ongoing efforts to enhance employee engagement and satisfaction.

Our performance compared to targets set the previous year are as follows:

Material Topic	Targets for FY2025	FY2025 Performance
Employee Retention	Employee turnover rate: <40%.	Turnover rate for FY2025 is 47% due to voluntary departures for personal or career progression reasons.

Targets

The table below outlines our short-, medium- and long-term targets in relation to employee retention. For our short-term targets, we have set FY2024 as the baseline year and aim to achieve an employee turnover rate of less than 40% by FY2026.

Material Topic	Short-term (1-2 year)	Medium-term (by 2030)	Long-term (by 2050)
Employee Retention	• Employee turnover rate: <40%.	• Employee turnover rate: <25%.	• Employee turnover rate: <10%.

TRAINING AND DEVELOPMENT

Impact on Sevens Atelier

Our training and education practices have a direct impact on our employees by supporting skills development, job performance and career progression. By providing access to relevant training opportunities, we aim to equip our employees with the knowledge and competencies required to perform their roles effectively, adapt to evolving business needs and maintain high standards of quality and safety in our operations.

Training initiatives contribute positively to employee engagement and retention by fostering a culture of learning and professional development. Employees who receive appropriate training are better positioned to contribute meaningfully to their teams, take on increased responsibilities and develop confidence in their roles. This supports individual career development while strengthening our overall operational capability.

From a business perspective, effective training and education help reduce operational risks, improve productivity and support consistent service delivery. In particular, training related to technical skills, workplace safety and regulatory requirements contributes to safer working environments and more efficient project execution, enhancing our ability to meet client expectations and maintain service quality. We also recognise that access to training and education can generate broader social benefits by supporting workforce employability and long-term skills development within the industry and the communities in which we operate.

At the same time, we acknowledge that insufficient or uneven access to training may result in skills gaps, reduced productivity and increased operational or safety risks. Employees who do not receive adequate training may also experience limited opportunities for development and progression. We therefore seek to manage these potential negative impacts by regularly reviewing training needs, prioritising critical competencies and improving access to relevant learning opportunities across our workforce.

SOCIAL

Management Approach

We recognise that the development of our employees' skills, competencies and professional capabilities is essential to supporting our business objectives, maintaining operational excellence and responding to evolving industry and regulatory expectations. Training and education are therefore managed as a key people-related topic within our sustainability framework.

We manage training and education through policies, processes and programmes that are designed to support employee development at different stages of employment. Our approach focuses on equipping employees with the technical, operational and professional skills required to perform their roles effectively, while also supporting longer-term career development and organisational resilience. Training needs are identified through a combination of management assessment, role requirements and operational considerations.

Responsibility for overseeing training and education initiatives rests with management, with support from functional leaders who are responsible for identifying relevant training needs within their respective teams. Training programmes may include on-the-job training, internal knowledge-sharing, external courses, professional development programmes and mandatory training where required. Where applicable, training initiatives are aligned with regulatory requirements, workplace safety standards and sustainability-related considerations relevant to the Group's operations.

We monitor participation in training and education activities to assess coverage and relevance, and we review our approach periodically to ensure that training programmes remain appropriate to our business needs and workforce profile. As part of our ongoing efforts to strengthen our human capital management, we seek to enhance the effectiveness of our training and education practices over time, taking into account employee feedback, operational requirements and available resources.

Methodology

Average training hours are calculated by dividing the total number of training hours in a given category by the number of individuals within that category.

Our Performance

The table below shows the average hours of training that the organisation's employees have undertaken during the reporting period by gender and by employee category.

Headcount	FY2023	FY2024	FY2025
By Gender			
Male	Nil	Nil	6.0
Female	Nil	Nil	3.4
By Employee Category			
Senior Management	Nil	Nil	20.0
Middle Management	Nil	Nil	Nil
General Staff	Nil	Nil	2.5

In FY2025, we established short-, medium- and long-term targets for training and education to strengthen employee development and support organisational capability. The targets outlined below reflect our commitment to continuous learning and provide a structured framework for monitoring progress over time.

Targets

FY2025 marks the first year in which we have set concrete targets for training and development. We aim to achieve these goals over the coming years and will continue to monitor and refine our targets to remain aligned with evolving regulations and standards.

Material Topic	Short-term (1-2 year)	Medium-term (by 2030)	Long-term (by 2050)
Training and Development	• 100% completion of mandatory induction training (e.g., Code of Conduct, Anti-corruption, Workplace Safety).	• Average of 10 training hours per employee annually.	• Achieve a year on year increase of 10% in average training hours per employee.

EQUAL OPPORTUNITY AND DIVERSITY

Impact on Sevens Atelier

Our approach to diversity and equal opportunity has a direct impact on our employees, workplace culture and organisational performance. By fostering an inclusive and equitable work environment, we seek to ensure that all employees are treated fairly and provided with equal opportunities for recruitment, development and progression, regardless of gender, age, ethnicity or other personal characteristics.

A diverse workforce brings a broader range of perspectives, skills and experiences, which supports more informed decision-making, enhances collaboration and strengthens problem-solving across the organisation. Inclusive practices contribute positively to employee engagement, morale and retention, enabling our employees to perform to their full potential and support the Group's long-term business objectives.

From a social perspective, promoting diversity and equal opportunity supports fair employment practices and contributes to positive workforce outcomes within the communities in which we operate. We recognise that equitable access to opportunities can enhance employability, career development and long-term job satisfaction for our employees.

At the same time, we acknowledge that insufficient attention to diversity and equal opportunity may lead to unequal treatment, limited representation, reduced employee engagement and reputational risks. Such outcomes could also affect our ability to attract and retain talent. We therefore seek to manage these potential negative impacts through clear policies, consistent practices and ongoing oversight of our people management processes.

Management Approach

We manage diversity and equal opportunity as a core element of our people and governance practices, guided by the principles of fairness, merit and inclusivity. Our objective is to foster a respectful and equitable workplace in which employees are treated fairly and provided with equal opportunities, regardless of gender, age, ethnicity or other personal characteristics.

At the governance level, we seek to maintain gender diversity within our leadership by ensuring continued female representation at Board level. This reflects our commitment to balanced decision-making and inclusive leadership. At the workforce level, we aim to promote a balanced gender distribution across our employee base and to support age diversity throughout the workplace, recognising the value of diverse perspectives, experience and skill sets.

We are committed to maintaining a workplace free from discrimination and do not tolerate racial discrimination or unfair treatment of any kind. We strive to ensure that incidents of discrimination are prevented through clear expectations, appropriate policies and consistent management practices.

Our hiring and employment decisions are based on merit, capability, qualifications and experience. We implement fair recruitment and selection practices to ensure that candidates are assessed objectively and that equal opportunities are provided throughout the employment lifecycle, including recruitment, training, performance evaluation and career progression.

SOCIAL

We also seek to provide employees with equal access to professional development and advancement opportunities. Training, development and promotion decisions are guided by role requirements, performance and individual potential, with the aim of supporting employee growth while meeting organisational needs.

Responsibility for implementing and monitoring diversity and equal opportunity practices rests with management, supported by functional leaders across the organisation. We periodically review our workforce composition and employment practices to assess their effectiveness and to ensure continued alignment with our values, operational requirements and evolving stakeholder expectations.

Methodology

Percentages are derived by dividing the number of board members or employees in a given category by the total number of board members or employees.

Our Performance

The following tables present the diversity of the Board and employees across the Group.

Board

	FY2023		FY2024		FY2025	
	Headcount	Rate	Headcount	Rate	Headcount	Rate
By Gender						
Male	4	80%	3	75%	3	75%
Female	1	20%	1	25%	1	25%
By Age Group						
< 30 Years Old	Nil	0%	Nil	0%	Nil	0%
30 – 50 Years Old	4	80%	3	75%	3	75%
> 50 Years Old	1	20%	1	25%	1	25%

Employee

	FY2023		FY2024		FY2025	
	Headcount	Rate	Headcount	Rate	Headcount	Rate
By Gender						
Male	11	69%	9	60%	8	53%
Female	5	31%	6	40%	7	47%
By Age Group						
< 30 Years Old	3	19%	3	20%	1	6%
30 – 50 Years Old	12	75%	12	80%	13	88%
> 50 Years Old	1	6%	Nil	0%	1	6%

Targets

Material Topic	Perpetual Targets	FY2025 Performance
Equal Opportunity and Diversity	Maintain a minimum male to female ratio of 4:1 at the Board level and 13:7 at the employee level.	There is one female board member, giving a ratio of 3:1 at the board level, hence achieved our target.
	Maintain an age distribution ratio of 3:5:2 among employees, representing individuals under 30, between 30–50, and over 50 years old, respectively.	The age distribution ratio is 1:13:1 due to no board vacancies arose during the financial year to facilitate refreshment.

Throughout its history, Sevens Atelier has consistently demonstrated its commitment to industry-leading governance practices in its operations. It prioritises legal compliance and ethical conduct essential for the Group's capacity to achieve sustainable growth and maintain stakeholder trust. The Group's governance strategy focuses primarily on safeguarding shareholder value, promoting ethical behaviour, and preventing misconduct at all organizational levels. For a comprehensive overview of the Group's corporate governance practices, please refer to the Corporate Governance Report in Annual Report 2025.

ANTI-BRIBERY AND ANTI-CORRUPTION

Impact on Sevens Atelier

Anti-bribery and anti-corruption practices have a direct impact on our business integrity, stakeholder trust and long-term value creation. Actual or perceived incidents of bribery or corrupt conduct could undermine confidence among clients, partners, regulators and employees, potentially resulting in financial losses, reputational damage and legal penalties. Such impacts may also affect ethical decision-making and transparency in business dealings. Conversely strong ethical conduct and effective prevention of bribery and corruption generate positive impacts by reinforcing trust-based relationships with stakeholders and supporting responsible business practices. Our interactions with clients, suppliers and other stakeholders present inherent exposure to corruption-related risks. Managing these impacts responsibly aids in protecting stakeholder interests, maintain a stable operating environment and support sustainable business growth.

Management Approach

The Group adopts a zero-tolerance approach towards bribery and corruption and has established policies and practices to prevent, detect and address such risks across its operations. Key measures include promoting awareness of the Group's anti-bribery and anti-corruption policies among employees, conducting periodic training on ethical conduct and implementing monitoring and reporting mechanisms to support early identification of potential issues. Any reported incidents are investigated promptly and thoroughly, with appropriate actions taken where necessary. These measures are intended to reinforce ethical behaviour, strengthen internal controls and ensure compliance with applicable laws and regulations

Performance

Number of reported bribery and corruption cases

Performance Indicator	FY2023	FY2024	FY2025
Number of Reported Bribery and Corruption Cases	Nil	Nil	Nil

In FY2025, the Group recorded zero cases involving corruption or money laundering, whether against the Group or its employees.

Targets

Our commitment to ethical business conduct and ongoing implementation of our anti-bribery and anti-corruption measures of the Group reflect our commitment to our zero-tolerance stance and support continuous monitoring of compliance with our policies.

Material Topic	Perpetual Targets	FY2025 Performance
Anti-bribery and Anti-corruption	Zero cases of bribery and corruption.	Achieved, we have zero cases of bribery and corruption

ETHICS AND INTEGRITY

Impact on Sevens Atelier

Ethics and integrity have material impact on our ability to operate responsibly, as actual or potential lapses in ethical conduct could potentially weaken internal accountability and undermine stakeholder confidence. Conversely, a strong culture of ethics and integrity generates positive impacts by supporting responsible governance, fair business practices and transparent relationships with stakeholders. Upholding ethical standards contributes to sound decision making, risk mitigation and organisational resilience in the long term, fostering a culture grounded in trust and accountability. These reinforce our commitment to conducting business with integrity.

Management Approach

Our approach to ethics and integrity is anchored in clearly defined policies, consistent with communication and ongoing reinforcement of ethical standards across the Group. We implement annual declaration processes for the Code of Conduct and Employee Handbook by management and employees to reinforce accountability and awareness of ethical responsibilities. Regular training and communications are provided to support the understanding and application of expected standards of behaviours. We also maintain transparent reporting and accountability mechanism to address potential ethical concerns in a timely manner. Together, these measures foster a culture of integrity and ethical responsibility at all organisational levels.

Performance

Number of reported ethics and integrity cases

Performance Indicator	FY2023	FY2024	FY2025
Number of Reported Bribery and Corruption Cases	Nil	Nil	Nil

In FY2025, the Group recorded zero cases involving ethical or integrity breaches, whether against the Group or its employees.

Targets

We establish clear targets to reinforce our commitment to ethical conduct and to guide the ongoing implementation of our ethics and integrity framework across the Group. These targets reflect our zero-tolerance to ethical standards breaches and support continuous monitoring of compliance with ethical standards

Material Topic	Perpetual Targets	FY2025 Performance
Ethics and Integrity	Zero confirmed cases due to faults in ethics and integrity.	Achieved, we have zero cases due to faults in ethics and integrity

WHISTLEBLOWING

Impact on Sevens Atelier

Whistleblowing mechanisms have material impact on our ability to uphold ethical standards, identify misconduct early and maintain strong corporate governance. The absence of safe reporting channels could result in improper or even illegal conduct potentially exposing the Group to financial, legal and reputational risks. Therefore, effective whistleblowing arrangements have been put in place by the organisation to uphold transparency, accountability and responsible behaviour across the organisation. Whistleblowing channels that are in place align with SGX-ST Catalist Rules 1204(18A) and 1204(18B). These contribute towards mitigating risks and operational resilience long term.

Management Approach

Our approach to whistleblowing is centred on maintaining accessible, confidential and trusted reporting channels to enable the timely identification and management of unethical or improper conduct. We actively encourage and educate relevant stakeholders on the availability of whistleblowing channels and provide clear guidance on the types of concerns that may be reported. Confidential reporting mechanisms are maintained to safeguard the whistleblower's identity, and all reports are assessed through robust investigation and resolution processes. We are committed to protecting individuals who raise concerns in good faith from retaliation, reinforcing confidence in the whistleblowing framework and supporting a strong and ethical culture across the Group.

Performance

Number of reported whistleblowing cases

Performance Indicator	FY2023	FY2024	FY2025
Number of reported whistleblowing cases	Nil	Nil	Nil

In FY2025, the Group recorded zero cases of whistleblowing, whether against the Group or its employees.

Targets

As part of our ongoing commitment to corporate responsibility, the Group ensures transparency with stakeholders regarding any whistleblowing incidents and takes necessary actions to address identified issues in a timely and responsible manner.

Material Topic	Perpetual Targets	FY2025 Performance
Whistleblowing	Investigate and resolve any whistleblowing cases that are presented to us with actions taken after.	Though there are no recorded cases of whistleblowing in FY2025, we continue to remain vigilant in our investigation and response processes.

GOVERNANCE

IFRS SDS INDUSTRY-BASED METRICS

In accordance with IFRS S2 requirements, Sevens Atelier reports industry-specific metrics aligned with the SASB Standards. As an organization operating in the Design and Build sector, we reference the Engineering & Construction Services industry metrics (Volume 33 of the IFRS SDS Industry-Based Guidance).

Topic	Metric	FY2025 Performance
Environmental impacts of project development	Number of incidents of non-compliance with environmental permits, standards and regulations	1
	Discussion of processes to assess and manage environmental risks associated with project design, siting and construction	1. Conduct feasibility study in pre-construction stage for the selection of design planning and construction method. 2. Consideration of materials efficiency, prefabrication options, and construction sequencing to reduce waste and rework 3. Routine Site inspection to control potential environmental issues such as dust, noise and vibration.
Structural Integrity and Safety	Amount of defect- and safety- related rework costs	Nil
	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	Nil
Workforce Health and Safety	(1) Total recordable incident rate	Nil
	(2a) Fatality rate for direct employees	Nil
	(2b) Fatality rate for contract employees	Nil
Lifecycle Impacts of Buildings and Infrastructure	(1) Number of commissioned projects certified to a third-party multi-attribute sustainability standard	Nil
	(2) active projects seeking such certifications	Nil
	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	Below are our consideration for energy and water efficiency in design and planning stage: 1. Incorporation of natural lighting and ventilation strategies. 2. Consideration of rainwater harvesting water reuse or efficient irrigation systems. 3. Design more spaces for plants 4. Selection of energy-efficient systems and equipment

Topic	Metric	FY2025 Performance
Climate Impacts of Business Mix	(1) Amount of backlog for hydrocarbon-related projects	Nil
	(2) Amount of backlog for renewable energy projects	Nil
	Amount of backlog cancellations associated with hydrocarbon-related projects	Nil
	Amount of backlog for non-energy projects associated with climate change mitigation	Nil
Business Ethics	(1) Number of active projects	N/A
	(2) Backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	N/A
	(1) Total amount of monetary losses as a result of legal proceedings associated with charges of bribery or corruption	N/A
	(2) Total amount of monetary losses as a result of legal proceedings associated with charges of anti-competitive practices	N/A
	(1) Description of policies and practices for prevention of bribery and anti-corruption	N/A
	(2) Description of policies and practices for prevention of anti-competitive behaviour in the project bidding processes	N/A

GRI CONTENT INDEX

Statement of Use	**Sevens Atelier Limited has reported the information cited in this GRI index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards.**
GRI Standard	**GRI 1: Foundation 2021**

GRI Standard	Disclosure	Reference
GRI 2: General Disclosures 2021		
GRI 2-1	Organisational details	Page 15
GRI 2-2	Entities included in the organisation's sustainability reporting	Page 15
GRI 2-3	Reporting period, frequency and contact point	Page 15 - 16
GRI 2-4	Restatements of information	Page 16
GRI 2-5	External assurance	Page 16
GRI 2-6	Activities, value chain and other business relationships	Pages 15 - 16
GRI 2-7	Employees	Pages 39 - 40
GRI 2-8	Workers who are not employees	Page 40
GRI 2-9	Governance structure and composition	Pages 16 - 17 and Corporate Governance Report of AR 2025
GRI 2-10	Nomination and selection of the highest governance body	Pages 16 - 17 and Corporate Governance Report of AR 2025
GRI 2-11	Chair of the highest governance body	Pages 16 - 17 and Corporate Governance Report of AR 2025
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	Pages 16 - 17
GRI 2-13	Delegation of responsibility for managing impacts	Pages 16 - 17
GRI 2-14	Role of the highest governance body in sustainability reporting	Pages 17
GRI 2-15	Conflicts of interest	Corporate Governance Report of AR 2025
GRI 2-16	Communication of critical concerns	Page 16
GRI 2-17	Collective knowledge of the highest governance body	Corporate Governance Report of AR 2025
GRI 2-18	Evaluation of the performance of the highest governance body	Corporate Governance Report of AR 2025
GRI 2-19	Remuneration policies	Corporate Governance Report of AR 2025
GRI 2-20	Process to determine remuneration	Corporate Governance Report of AR 2025
GRI 2-21	Annual total compensation ratio	This metric is not disclosed due to confidentiality constraints as the organisation considers the information about the annual total compensation for the organisation's highest paid individual proprietary.
GRI 2-22	Statement on sustainable development strategy	Pages 16 - 17, Page 19
GRI 2-23	Policy commitments	Pages 25 - 49
GRI 2-24	Embedding policy commitments	Pages 25 - 49
GRI 2-25	Process to remediate negative impacts	Pages 25 - 49
GRI 2-26	Mechanisms for seeking advice and raising concerns	Page 16, Page 49
GRI 2-27	Compliance with laws and regulations	Pages 47 - 48
GRI 2-28	Membership association	Page 16
GRI 2-29	Approach to Stakeholder engagement	Pages 17 - 18
GRI 2-30	Collective bargaining agreements	Page 16
GRI 3: Material Topics 2021		
GRI 3-1	Process to determine material topics	Pages 17 - 18
GRI 3-2	List of material topics	Page 21
GRI 3-3	Management of material topics	Page 22 - 24

GRI CONTENT INDEX

GRI Standard	Disclosure	Reference
GRI 201: Economic Performance 2016		
GRI 3-3	Management of Material topics	Page 34
GRI 201-1	Direct economic value generated and distributed	Page 34
GRI 201-2	Financial implications and other risks and opportunities due to climate change	Page 30 - 33
GRI 204: Procurement Practices 2016		
GRI 3-3	Management of Material topics	Page 35
GRI 204-1	Proportion of spending on local suppliers	Page 35
GRI 205: Anti-corruption 2016		
GRI 3-3	Management of Material topics	Page 47
GRI 205-2	Communication and training about anti-corruption policies and procedures	Page 47
GRI 205-3	Confirmed incidents of corruption and actions taken	Page 47
GRI 302: Energy 2016		
GRI 3-3	Management of Material topics	Pages 25 - 26
GRI 302-1	Energy consumption within the organisation	Pages 25 - 26
GRI 302-2	Energy consumption outside of the organisation	Pages 25 - 26
GRI 302-3	Energy intensity	Pages 25 - 26
GRI 305: Emissions 2016		
GRI 3-3	Management of Material topics	Page 26
GRI 301-1	Direct (Scope 1) GHG emissions	Pages 26 - 27
GRI 305-2	Energy indirect (Scope 2) GHG emissions	Pages 26 - 27
GRI 305-3	Other indirect (Scope 3) GHG emissions	Pages 26 - 27
GRI 305-4	GHG emissions intensity	Pages 26 - 27
GRI 401: Employment 2016		
GRI 401-1	New employee hires and employee turnover	Page 41 - 43
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 41 - 43
GRI 403: Occupational Health and Safety 2018		
GRI 3-3	Management of Material Topics	Pages 36 - 38
GRI 403-1	Occupational health and safety management system	Pages 36 - 38
GRI 403-2	Hazard identification, risk assessment, and incident navigation	Pages 36 - 38
GRI 403-5	Worker training on occupational health and safety	Pages 36 - 38
GRI 403-9	Work-related injuries	Pages 36 - 38
GRI 403-10	Work-related ill health	Pages 36 - 38
GRI 404: Training and Education 2016		
GRI 3-3	Management of Material Topics	Page 44
GRI 404-1	Average hours of training per year per employee	Pages 43 - 45
GRI 404-3	Percentage of employees receiving regular performance and career development reviews	Pages 43 - 45
GRI 405: Diversity and Equal Opportunity 2016		
GRI 3-3	Management of Material Topics	Page 45
GRI 405-1	Diversity of governance bodies and employees	Pages 45 - 46

IFRS S2 INDEX

IFRS S2 Paragraph	Requirements	Page Reference
Governance		
6 (a) (i)-(v)	Board oversight of climate-related risks, strategy and targets	Pages 16 - 17, Page 19, Page 28
6 (b) (i)-(ii)	Management roles, controls, and procedures for climate oversight	Pages 16 - 17, Page 19, Page 28
Strategy		
9	Disclosures on risks, impacts, financials, resilience	Pages 22 - 24
10-12	Describe risks and opportunities and definitions using reasonable supporting information without undue cost and consider industry-based topics in IFRS S2 guidance.	Pages 30 - 33
13 (a)-(b)	Business model and value chain effects and concentrations.	Pages 30 - 33
14 (a)-(c)	Strategy response to changes transition plans, resourcing and progress.	Pages 30 - 33
15-21	Disclose current and anticipated financial effects using quantitative or qualitative information.	Pages 30 - 33
22 (a)-(b)	Disclose climate resilience strategy via scenario analysis.	Pages 29 - 33
Risk Management		
25 (a)-(c)	Disclosure on the processes to identify, assess, manage and integrate climate-related risks within overall risk management framework.	Page 28
Metrics and Targets		
28 (a)-(c)	Disclose cross-industry metrics and climate targets	Page 33, Pages 50 - 51
29 (b)-(g)	Report transition risks and physical risks exposure, opportunities, capital expenditure, internal carbon price and remuneration links.	Pages 30 - 33
32	Disclose industry-based metrics reference IFRS S2 Industry-based Guidance	Pages 50 - 51
33-36	Disclose climate targets with metrics, scope, period, baseline measurement year, absolute carbon and carbon intensity and alignment rationale.	Pages 30 - 33

CLOSING STATEMENT

As we close our FY2025 Sustainability Report, we reaffirm our commitment to building long-term value through responsible and resilient growth. Sustainability remains integral to how we shape our business, informing decisions across environmental stewardship, social responsibility and strong governance, while supporting our aspiration to set new benchmarks within the Design and Build ecosystem.

The progress outlined in this report reflects our belief that sustainability is not solely about meeting regulatory expectations, but about strengthening our operations, fostering innovation and remaining competitive in a rapidly evolving landscape. Our efforts to manage emissions, develop our people and uphold high ethical standards demonstrate how sustainability is embedded across our day-to-day activities and long-term strategy.

As we look ahead, we recognise that achieving our Net Zero 2050 ambition will require continuous improvement, targeted investment and meaningful collaboration with our stakeholders. We remain focused on strengthening our data, broadening our disclosures and enhancing accountability as we advance along our sustainability journey.

We welcome feedback on this report and value ongoing engagement with stakeholders who share our commitment to a more resilient and sustainable built environment. By working together, we aim to transform challenges into opportunities and deliver spaces that meet today's needs while safeguarding the future.

The board of directors (the "**Board**" or "**Directors**") and Management of Sevens Atelier Limited (the "**Company**" and together with its subsidiaries, the "**Group**") are committed to maintaining a high standard of corporate governance to facilitate effective management and safeguard the interests of the Company's shareholders.

This corporate governance report ("**Corporate Governance Report**") outlines the Company's corporate governance processes and activities that were in place for the financial year ended 31 December 2025 ("**FY2025**"), with specific reference to the principles and provisions of the Singapore Code of Corporate Governance 2018 (the "**Code**"), the accompanying Practice Guidance (the "**Guide**") issued by the Monetary Authority of Singapore, and required under the Singapore Exchange Securities Trading Limited (the "**SGX-ST**") Listing Manual: Section B: Rules of Catalist (the "**Catalist Rules**"), where applicable.

The Board is pleased to confirm that the Company has adhered to the principles, the guidelines set out in the Code, the Guide and the Catalist Rules except where otherwise stated and explained herein. Where there has been a deviation from the Code and Guide (if any), the Board has considered the alternative practices adopted and is satisfied that such alternative practices are sufficient to meet the underlying objectives of the Code and Guide. Appropriate explanations have been provided in the relevant sections where there were deviations.

BOARD MATTERS

Principle 1: The Board's Conduct of Affairs

The Company is headed by an effective Board which is collectively responsible and works with Management for the long-term success of the Group.

As at date of this Annual Report, the Board comprises four (4) Directors, three (3) of whom are Independent Directors. The Board consists of:

Lawrence Chen Tse Chau	Independent Director and Non-Executive Chairman
Lim Xiu Fang, Vanessa	Executive Director
Tan Yew Heng, Terrence	Independent Director
Lo Kim Seng	Independent Director

Key information regarding the Directors is disclosed in the section "Principle 4: Board Membership" of this Corporate Governance Report.

The Company is headed by its Board comprising business entrepreneurs and professionals from various disciplines. All Directors recognise that they have to discharge their duties and responsibilities in the best interests of the Company. The Board's principal responsibilities are, *inter alia*:

(a) to guide the formulation of the Group's overall long-term strategic objectives and directions. This includes setting the Group's policies and strategic plans and monitoring the achievement of these corporate objectives;

(b) to consider sustainability issues as part of its strategic formulation;

(c) to establish goals for management and monitor the achievement of these goals;

(d) to ensure high quality management leadership, effectiveness and integrity; and

(e) to review internal controls, risk management, financial performance and reporting compliance.

The Board has put in place a code of conduct and ethics, sets appropriate tone-from-the-top and desired organisation culture, and ensures proper accountability within the Company.

The Board has delegated certain functions to its board committees ("**Board Committee**"), namely Audit Committee ("**AC**"), Nominating Committee ("**NC**") and Remuneration Committee ("**RC**"), save for the following matters which are reserved for the Board's decision:

(a) the corporate strategy;

(b) decision-making in relation to cease, to operate all or any material part of the business of the Group or to extend the Group's activities into new businesses;

(c) the approval of any acquisition or disposal of investment, asset or business by the Company or any of its subsidiaries;

(d) the approval of any changes relating to the Company's capital structure, including share issues and reduction of capital;

(e) the approval of capital expenditures exceeding S$100,000 for unbudgeted expenditures;

(f) the approval of capital borrowings and financial commitments;

(g) the interested person transactions of the Group;

(h) the approval of the Company's financial results and audited financial statements;

(i) the recommendation of the payment of any dividend by the Company;

(j) the appointment or removal of director to/from the Board;

(k) the appointment or removal of the Company Secretary;

(l) the approval of remuneration packages of key executives of the Company recommended by the RC;

(m) the convene of shareholders' meetings; and

(n) any matter required to be considered or approved by the Board as a matter of law or regulation.

The AC is chaired by Mr Lawrence Chen Tse Chau, the NC is chaired by Mr Lo Kim Seng, and the RC is chaired by Mr Tan Yew Heng, Terrence, all of whom are Independent Directors. Each Board Committee has been constituted to operate under the defined terms of reference. Each Board Committee has the delegated power to make decision, execute actions or make recommendations within its terms of reference and applicable limits of authority. The terms are reviewed and updated by the Board from time to time. The terms of reference of the respective Board Committees are set out in this corporate governance statement.

The attendance record of the Directors at the general meetings, Board and Committee meetings for FY2025 is as follows:

	No. of Meetings held				
	General Meeting	**Board**	**Audit Committee**	**Nominating Committee**	**Remuneration Committee**
Name of Directors	**1**	**4**	**4**	**1**	**1**
Lim Xiu Fang, Vanessa	1	4	4*	1*	1*
Lawrence Chen Tse Chau	1	4	4	1	1
Lo Kim Seng	1	4	4	1	1
Tan Yew Heng, Terrence	1	4	4	1	1

** By Invitation*

The Company's Constitution allows a Board meeting to be conducted by way of telephone or video conference. The Board conducts scheduled meetings four (4) times a year in FY2025 and additional meetings will be convened as and when necessary. All the Directors are allowed to express their thoughts and bring their independent judgement over the matters presented by Management and other Directors during the Board meetings. The Board had also on various occasions used circular resolutions to sanction decisions.

To assist the Board in discharging its duties, the Board is provided with Board papers in advance of Board meetings so that the Directors would have sufficient time to understand the matters which are to be discussed. The dates of meetings of all the Board and Board Committee meetings for each new calendar year, as well as annual general meeting, are scheduled in advance and are notified to all Board members. The Directors are entitled to request from the Management and shall be provided with additional information as needed to make informed decisions. The Directors have direct access to the Management and Company Secretary at all times. In addition, the Board and Board Committee, where necessary, may seek professional advice paid by the Company. The appointment and removal of the Company Secretary is a matter for the Board as a whole.

All Board appointments are made based on merit, in the context of skills, experience, core competencies, independence and other relevant factors, having due regard for the benefits of diversity on the Board and the contribution that the selected candidates have or will bring to the Board.

All newly appointed Directors are provided with background information about the Group's history and core values, its strategic direction and corporate governance practices, as well as industry specific knowledge. The Company provides a formal letter to newly appointed Directors upon their appointment setting out their terms of appointment, statutory duties and responsibilities as Directors. If the newly appointed Director has no prior experience as a director of a listed company on the SGX-ST, he/she must undergo training in the roles and responsibilities of a director of a listed issuer as prescribed by the SGX-ST and such training is at the expense of the Company. Such trainings will be completed within one (1) year of his/her appointment.

Board members are encouraged to attend seminars and trainings to enhance their knowledge for them to discharge their duties and responsibilities. The Company works closely with the sponsor, auditor, company secretary and other professionals to provide Directors with information relating to changes in relevant laws, listing rules, regulations and accounting standards.

During the year, the directors have attended the following training programme:

Programme	***Organised By***	***Attended By***
Key Differences between FRS and US GAAP	Wolters Kluwer- CCH	Mr Lawrence Chen Tse Chau
Audit and Risk Committee Seminar 2025	Singapore Institute of Directors ("**SID**")	Mr Lawrence Chen Tse Chau
Driving Impact Through Board-Management Alignment	SID	Mr Lawrence Chen Tse Chau
Effect of FRS on Audit Evidence	The Institute of Singapore Chartered Accountants ("**ISCA**")	Mr Lawrence Chen Tse Chau
Navigating the Pitfalls in Preparing Financial Statements	ISCA	Mr Lawrence Chen Tse Chau
Cryptocurrency Accountability: Addressing Audit Assertions	ISCA	Mr Lawrence Chen Tse Chau
AI Ethics and Governance: Practical Strategies for Effective Implementation	ISCA	Mr Lawrence Chen Tse Chau
ISCA Conference 2025	ISCA	Mr Lawrence Chen Tse Chau
CSIS Listcos Forum 2025	Chartered Secretaries Institute of Singapore (CSIS)	Mr Lawrence Chen Tse Chau
PMP inspection findings and overview of difference audit report	Prime Accountants LLP	Mr Lawrence Chen Tse Chau
Navigating D&O Insurance	SID	Mr Lo Kim Seng
Succession Planning and Board Dynamics	SID	Mr Lo Kim Seng
Mediating Disputes for Corporate Shareholders	The Law Society of Singapore ("**Law Society**")	Mr Lo Kim Seng
Workshop on De-escalating Disputes	Law Society	Mr Lo Kim Seng

In addition, the external auditor of the Company has, during the presentation of the audit plan, provided relevant updates relating to changes to accounting standards and issues which have a direct impact on financial statements to the AC and Board.

All Directors are required to objectively discharge their duties and responsibilities in the best interests and benefit of the Company. Directors who are in any way, directly or indirectly, interested in a transaction or proposed transaction, including those identified within the Code and provisions of the Companies Act 1967 of Singapore (the "**Companies Act**") will declare the nature of their interests and not participate in any discussion nor vote on decision on the matter.

Each Director is aware of the requirements in respect of his/her disclosure of interests in securities, disclosure of conflicts of interest in transactions involving the Company, prohibition on dealings in the Company's securities and restrictions on the disclosure of price-sensitive information.

Principle 2: Board Composition and Guidance

The Board has an appropriate level of independence and diversity of thought and background in its composition to enable it to make decisions in the best interests of the Company.

The Company endeavours to maintain a strong and independent element on the Board. The Board comprises four (4) Directors, of whom three (3) are Independent Directors, implying more than half of the Board is independent.

The criteria of independence are based on the definitions in the Catalist Rules and the Code. The Independent Directors have confirmed that they and their immediate family members are not employed or have been employed by the Company or any of its related corporations for the current and any of the past three financial years and whose remuneration is determined by the RC. They have also confirmed that they do not have any relationship with the Company, its related companies, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the Director's independent business judgement with a view to the best interests of the Group.

For FY2025, the NC has reviewed and is satisfied that the Independent Directors are independent and that no individual or small group of individuals dominate the Board's decision-making process. There were no Directors who were deemed independent by the Board, notwithstanding the existence of a relationship as stated in the Code that would otherwise deem him/her not to be independent. After review, the NC agreed that all Independent Directors were independent in accordance with the Code and the Catalist Rules.

None of the Independent Directors have served on the Board for more than nine years, which is the limit that SGX-ST has introduced on the tenure of independent directors of listed companies.

Provisions 2.3 of the Code are met as majority of the Board is made up of Independent Directors. The Board composition also complies with Rule 406(3)(c) of the Catalist Rules which requires Independent Directors to make up at least one-third of the Board.

The NC conducts annual review to assess if the existing attributes and core competencies of the Board are complementary and enhance the efficacy of the Board. This will enable the Board to maintain or enhance balance and diversity of the Board. The Board ensures its composition and that of the Board Committees are of an appropriate mix of members with complementary skills, core competencies and experience for the Group, regardless of gender. All directors had completed the annual assessment for FY2025 in February 2026. The Board has reviewed and believes that its current composition achieves a diversity of skills, knowledge, experience and gender, as further described as follows:

	Number of Directors	**Proportion of Board**
Core Competencies		
Accounting or finance	3	75%
Legal or corporate governance	1	25%
Relevant industry knowledge or experience	1	25%
Strategic planning experience	2	50%
Customer based experience or knowledge	1	25%

	Number of Directors	Proportion of Board
Gender		
Male	3	75%
Female	1	25%
Age Group		
60 - 69	1	25%
50 - 59	–	–
40 - 49	2	50%
30 - 39	1	25%
Independence		
Independent directors	3	75%
Non-Independent directors	1	25%
Directors' Citizenship		
Singapore Citizen	4	100%

The Company has adopted a Board Diversity Policy which sets out the approach to achieve diversity of the Board. Pursuant to the Board Diversity Policy, on an annual basis, the NC will review the appropriateness of the current Board size and composition, taking into consideration the changes (if any) in the nature and scope of operations of the Group and, where appropriate, makes recommendations on changes to the Board to complement the Company's corporate strategy and to ensure that there is an appropriate composition of members of the Board in relation to skills, experience, independence and knowledge which the Board requires to function effectively.

Under the Board Diversity Policy, the Board strives to have a member with relevant experience in the Group's businesses or markets; and a member with professional qualification in accounting or other professional background or discipline as may be determined by the Board to be necessary and/or beneficial to the Group. The Board is of the view that gender is an important aspect of diversity and will strive to ensure that female candidates are included for consideration in the selection of potential candidates for appointment to the Board. In this regard, as an on-going target, the Board strives to have at least one (1) female Board member.

The NC and the Board acknowledge that improvements to Board diversity practices are an on-going process and that skill-set and core competencies required of the Board may change over time as the business of the Group develops. The NC and the Board are of the view that the current size and composition of the Board are effective for decision making as the current operations of the Group are not complex. The current Board composition meets the targets set under the Board Diversity Policy and reflects the Company's commitment to Board diversity in terms of different professional experiences, skills, knowledge and gender.

As shown in the table above, the Board members provide a range of core competencies that would provide effective direction for the Group. Accordingly, the current Board comprises persons that collectively have core competencies necessary to lead and oversee the Company.

The Independent Directors provide, amongst others, strategic guidance to the Company based on their professional knowledge, in particular, assisting to constructively developing proposals on strategy. The Independent Directors also help to review the performance of the Management in meeting goals and objectives and monitor the reporting of performance.

To facilitate a more effective check on the Management, the Independent Directors will communicate with each other from time to time without the presence of the Management to discuss the performance of the Management and any matters of concern. Feedback arising from such meetings or discussions is provided to the Board, as appropriate. The Independent Directors have met once in the absence of the Management during the financial year in review.

Principle 3: Chairman and Chief Executive Officer

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

The Board adopts the recommendation of the Code to have separate persons appointed as Chairman and Chief Executive Officer ("**CEO**"). This is to ensure an appropriate balance of power, increased accountability and greater capacity for the Board to exercise independent decision-making. The division of responsibilities between the Chairman and the CEO will be clearly established, set out in writing and agreed by the Board.

The Board is chaired by Mr Lawrence Chen Tse Chau ("**Mr Chen**"), Independent Director and Non-Executive Chairman of the Company. The Chairman ensures that corporate information is adequately disseminated to all Directors in a timely manner to facilitate the effective contribution of all Directors. He promotes a culture of openness and debate at the Board and ensures that adequate time is allocated for discussion of all strategic issues. The Chairman is assisted by (i) the Board Committees, (ii) external auditor and internal auditor who report to the AC, and (iii) the company secretary in ensuring compliance with the Company's guidelines on corporate governance.

The Chairman is responsible to:

(a) lead the Board to ensure its effectiveness on all aspects of its role;

(b) set the agenda and ensure that adequate time is available for discussion of all agenda items, in particular, strategic issues;

(c) promote a culture of openness and debate at the Board;

(d) ensure that the directors receive complete, adequate and timely information;

(e) ensure effective communication with its shareholders;

(f) encourage constructive relationships within the Board and between the Board and Management;

(g) facilitate effective contribution of non-executive directors in particular; and

(h) promote high standards of corporate governance and assist in ensuring compliance of the Company's guidelines on corporate governance.

Mr Tang Yao Zhi ("**Mr Tang**"), the Group Operation Director, covers the duties and scope of the CEO of the Company, the position of which is currently vacant. In addition to his area of responsibility which entails managing Company's administration and business operations and identifying and developing new business opportunities, Mr Tang, with the support of the Executive Director, Ms Lim Xiu Fang, Vanessa and the Management, is overseeing the day-to-day business operations, business development and strategic planning of the Group.

The Chairman and the CEO (or personnel of equivalent authority) are not related. The roles of the Chairman and the CEO (or personnel of equivalent authority) are clearly separated, each having their own areas of responsibilities. The Company is currently in the process of scouting for a CEO. In ensuring the suitability of the CEO candidate, the Company will evaluate various criteria including academic background, relevant work experience, skillset and value-add he/she can bring to the Group.

The NC is of the view that the appointment of a Lead Independent Director is not necessary given that the Non-Executive Chairman is not part of the Management and is independent.

Principle 4: Board Membership

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.

As at the date of this Annual Report, the NC comprises three (3) Directors, all of whom are independent.

Lo Kim Seng	Chairman and Independent Director
Lawrence Chen Tse Chau	Independent Director
Tan Yew Heng, Terrence	Independent Director

The NC is established for, *inter alia*, the purposes of ensuring that there is a formal and transparent process for all Board and Management appointments. It has adopted written terms of reference defining its membership, administration and duties.

The terms of reference of the NC includes:

(a) to determine the criteria for the appointment and re-appointment of Directors (including alternate directors, if any) and Key Management;

(b) to set up a process for the selection of such appointment;

(c) to review nominations for the appointment of Directors to the Board;

(d) to make recommendations to the Board on all Board appointments;

(e) to review and recommend to the Board on the re-nomination of incumbent Directors having regard to the Director's contribution and performance;

(f) to determine annually whether or not a Director is independent;

(g) to make recommendation to the Board the performance criteria and appraisal process to be used for the evaluation of the effectiveness of the Board, the Board committees and Directors, which criteria and process shall be subject to Board's approval;

(h) to review the Board succession plans, in particular, the appointment and/or replacement of the Chairman, and the succession plans in relation to the Chief Executive Officer (or personnel of equivalent authority) and Key Management; and

(i) to review training and professional development programs for the Board and its Directors.

The process for the shortlisting, selection and appointment of new directors is spearheaded by the NC. The NC would first consider the needs of the Board before considering the selection of candidates. In the selection and nomination of new directors, the NC taps on the resources of the Directors' personal contacts for recommendations of potential candidates. External help (for example, Singapore Institute of Directors, search consultants) could be used to source for potential candidates. Interviews are set up with potential candidates so that the NC is able to assess each prospective candidate before a decision is made for recommendation to the Board for final approval.

The Constitution of the Company states that at least one-third of the Directors have to retire and subject themselves for re-election by the shareholders at each annual general meeting of the Company. In addition, pursuant to Rule 720(4) of the Catalist Rules, each Director of the Company shall retire from office and submit themselves for re-nomination and re-appointment at least once every three (3) years.

The NC makes recommendations to the Board on the appointment, re-nomination and retirement of Directors. When an existing Director chooses to retire or is required to retire from office by rotation, the NC takes into consideration factors such as attendance, preparedness, participation and candour when evaluating the past performance and contributions of the Director before making its recommendations to the Board.

Ms Lim Xiu Fang, Vanessa ("**Ms Lim**") and Mr Tan Yew Heng, Terrence ("**Mr Tan**") are subjected to retirement at the forthcoming annual general meeting ("**AGM**") pursuant to the provisions of the Constitution of the Company.

The NC has assessed independently on the continued appointments of Ms Lim and Mr Tan and recommended their continued appointments to the Board, and the Board has endorsed their re-election by shareholders at the forthcoming AGM. The abovementioned Directors have offered themselves for re-election as Directors of the Company.

Ms Lim will, upon re-election as a Director of the Company, remain as an Executive Director of the Company. Ms Lim is a sister of Mr Lim Wei Zhi Sylvester, who is the controlling shareholder of the Company.

Mr Tan will, upon re-election as a Director of the Company, remain as an Independent Director of the Company, the Chairman of the RC and a member of the AC and the NC. Mr Tan does not have any relationship including immediate family relationship with other Directors, the Company or its substantial shareholders (as defined in the Code). The Board considers Mr Tan to be independent for the purposes of Rule 704(7) of the Catalist Rules.

The key information of the Directors as at the date of this Annual Report is set out below:

Name of Directors	Date of Initial Appointment as Director/ Date of Last Re-election / Re-appointment as Director	Directorship in Other Listed Companies		Principal Commitments
		Current	Past 3 Years	
Lim Xiu Fang, Vanessa (Executive Director)	8 September 2021 / 26 April 2024	–	–	Executive Director of the Company
Lawrence Chen Tse Chau (Independent Director and Non-Executive Chairman)	1 April 2021 / 28 April 2025	Zixin Group Holdings Limited	–	Athel Assurance Public Accounting Corporation Prime Accountants LLP
Lo Kim Seng (Independent Director)	15 November 2022 / 28 April 2025	Bromat Holdings Ltd. Karin Technology Holdings Limited Miyoshi Limited	–	Bayfront Law LLC
Tan Yew Heng, Terrence (Independent Director)	15 November 2022 / 26 April 2024	–	China Environment Ltd. *(formerly listed on SGX, was delisted on 12 July 2024)*	Galactic Advisors Pte. Ltd. Hopeshine Ventures Pte. Ltd. Lux Entertainment Pte. Ltd. TSCGroup Pte. Ltd.

Save for disclosed above, none of the Directors of the Company have any relationships including immediate family relationships between himself/herself and the other Directors, the Company and its substantial shareholders, that could interfere or to be reasonably perceived to interfere with the exercise of independent judgments.

There were no new directors appointed during FY2025.

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

As time requirement and capability of each director differ and are subjective, the NC has decided not to fix a maximum limit on the number of listed companies' directorships a director can hold. The Board has experienced minimal competing time commitments among its members as Board meetings are planned and scheduled well in advance of the meeting dates. The NC would review the board representations of each Director, from time to time to ensure that the Directors continue to meet the demands of the Group and are able to discharge their duties adequately.

Having reviewed the time spent and attention given by each of the Directors to the Company's affairs, and assessed the multiple directorships and other principal commitments of each of the Directors based on the key information disclosed above, the NC is satisfied that all Directors have adequately discharged their duties in FY2025.

Further information about each Director's listed companies board directorships and principal commitments can be found in the profile of the Board of Directors section of this Annual Report.

Principle 5: Board Performance

The Board undertakes a formal annual assessment of its effectiveness as a whole, and that of each of its Board committees and individual directors.

The NC has established a process for assessing the effectiveness of the Board as a whole, each Board Committee and for assessing the contributions of each individual Director to the effectiveness of the Board.

The NC also decides on how the Board's and individual Directors' performance is to be evaluated and proposes objective performance criteria, subject to the approval of the Board, which addresses how the Board and individual Directors could enhance long-term shareholders value. It focuses on a set of criteria which include Board's conduct of meetings, maintenance of independence, board accountability, communication with Management, etc.

This assessment is conducted by the NC at least once a year by way of a Board evaluation where the Directors complete a questionnaire seeking their views on various aspects of Board performance, such as Board composition, information and process. Each member of the NC (and the Board, as the case may be) shall abstain from voting on any resolutions in respect of the assessment of his/her performance or re-nomination as a Director. The Board will act on the results of the performance evaluation, and in consultation with the NC, propose, where appropriate, that new members be appointed to the Board or seek the resignation of Directors.

To assess the effectiveness of the Board as a whole, the factors evaluated by the NC include but are not limited to:

- the size and composition of the Board;
- the discussion and decision-making processes of the Board (including the conduct of meetings by the Board);
- the Board's access to information;
- the accountability of the Board to the shareholders;
- the observation of risk management and internal control policies by the Board's access to information; and
- the performance of the Board (including the Board's performance in relation to the discharge of its principal responsibilities in term of the quantitative and qualitative performance criteria).

To assess the contribution of each individual Director, the factors evaluated by the NC include but are not limited to:

- his/her participation at the meetings of the Board and Board Committee(s);
- his/her ability to constructively challenge and contribute effectively to the discussion conducted by the Board and Board Committee(s);
- his/her ability to evaluate the Company's strengths and weaknesses and make informed business decisions;
- his/her ability to interpret the Company's financial reports and contribute to the formulation of strategies, budgets and business plans that are compatible with the Group's vision and existing business strategy;

- his/her compliance with the policies and procedures of the Group;
- his/her performance of specific tasks delegated to him/her;
- his/her disclosure of any related person transactions or conflicts of interest; and
- for Independent Directors, his/her independence from the Group and the Management.

To assess the contribution of each Board Committee, the factors evaluated by the NC are adapted from and in line with the terms of reference of the various Board Committees.

The Board and the NC have reviewed and are satisfied that each member of the Board had been effective during the year having regard to the preparedness, active participation and contribution of each Board member during each Board and Board Committee meeting. The NC is of the view that the Board has met its performance objectives.

All NC members have abstained from the voting or review process of any matters in connection with the assessment of his performance.

No external facilitator has been engaged for the purposes to assess the Board's performance for FY2025.

REMUNERATION MATTERS

Principle 6: Procedures for Developing Remuneration Policies

The Board has a formal and transparent procedure for developing policies on director and executive remuneration, and for fixing the remuneration packages of individual directors and key management personnel. No director is involved in deciding his/her own remuneration.

Principle 7: Level of Mix of Remuneration

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.

As at the date of this Annual Report, the RC comprises three (3) Directors, all of whom are independent.

Tan Yew Heng, Terrence	Chairman and Independent Director
Lawrence Chen Tse Chau	Independent Director
Lo Kim Seng	Independent Director

The RC has access to internal and external experts and/or professional advice on human resources and remuneration of Directors, amongst other matters, whenever there is a need for such consultation.

The RC is established for, *inter alia*, the purposes of ensuring that there are formal and transparent procedures for fixing the remuneration package of individual Directors. It reviews the remuneration packages of executive directors and Key Management to ensure it is structured so as to incorporate an element of linking rewards to corporate and individual performance. The overriding principle is that no Director should be involved in deciding his/her own remuneration.

The RC has adopted written terms of reference that defines its membership, roles and functions and administration. The terms of reference of the RC includes:

(a) to advise the Board on the framework of remuneration policies for the Directors and Key Management;

(b) to review and recommend to the Board in consultation with Management a framework of remuneration for the Board and Key Management;

(c) to review and recommend to the Board the specific remuneration packages for each director and Key Management; and

(d) to recommend to the Board the Key Management's and other employees' incentive schemes.

The annual review covers all aspects of remuneration including salaries, fees, allowances, bonuses, options and benefits-in-kind, taking into consideration the long-term interests of the Group. The RC also reviews termination terms, to ensure that they are fair. In setting remuneration packages, the RC will take into account the performance of the Group as well as whether the Executive Directors and Key Management align their interests with those of shareholders and linking rewards to corporate and individual performance as well as industry benchmarks. The RC's recommendations are made taking into account feedback from the Executive Directors of the Company, where relevant and submitted for endorsement by the entire Board. The RC subsequently approves the proposed remunerations which are also tabled and approved at Board level. No Director shall participate in decisions on his/her own remuneration. The payment of Directors' fees is subject to the approval of the shareholders.

Remuneration matters of the Directors are the responsibility of the RC who will review and make necessary recommendations to the Board for approval. In respect of remuneration matters relating to Management team, the CEO (or personnel with equivalent authority) will make recommendations for the RC's consideration and review. The RC's role also includes the review of Executive Directors and Key Management's termination clause in contracts, to ensure that the terms of which are fair and reasonable.

There was no remuneration consultant engaged for the financial year in review.

The remuneration of the Independent Directors is in the form of a fixed fee which is fixed after taking into consideration factors such as effort, time spent and responsibilities of such Directors. The fees are subject to shareholders' approval at the annual general meeting.

Annual reviews are carried out by the RC to ensure that Key Management is appropriately rewarded, having due regard to the financial and commercial health and business needs of the Group.

The Company does not have any contractual provisions which allow it to reclaim incentives from the Executive Directors and Key Management in certain circumstances. The Board is of the view that as the Group pays performance bonuses based on the actual performance of the Group and/or Company (and not on forward-looking results) as well as the actual results of its Executive Directors and Management, "claw-back" provisions in the service agreements may not be relevant or appropriate.

Principle 8: Disclosure on Remuneration

Every company should provide clear disclosure of its remuneration policies, level and mix of remuneration, and the procedures for setting remuneration, in the Company's Annual Report. It should provide disclosure in relation to its remuneration policies to enable investors to understand the link between remuneration paid to directors and key management personnel, and performance.

The Group adopts a remuneration policy for staff comprising both fixed and variable components. The fixed component is in the form of a base salary, and the variable component is in the form of a variable bonus that is linked to the Company's and individual's performance. Certain employees are also entitled to other benefits. The Key Management moderates and allocates the variable bonus based on the individual performance of employees and their contributions towards the achievement of the Company's performance targets.

The remuneration package of Executive Directors and Key Management consists of:

(1) Fixed salary - Fixed salary is determined based on the complexity of the required responsibilities and tasks, along with data on market and sector comparatives and effort and time spent.

(2) Bonus and Incentives - Variable salaries which comprise sales incentives (as applicable) and variable bonus.

(3) Other Benefits - Other benefits comprise transport allowances and benefits-in-kind.

The Non-Executive Directors (including Independent Directors) are entitled to Director's fees. The level of fees is reviewed for reasonableness, taking into account the size of the Company as well as the additional duties and responsibilities, effort and time spent by the Non-Executive Directors (including Independent Directors).

The breakdown of the total remuneration (in amount and %) of the Director of the Company for FY2025 is set out below:

Name	Remuneration (S$)	Salary (%)	Director's Fee (%)	Bonus and Incentives* (%)	Total (%)
Executive Director					
Lim Xiu Fang, Vanessa (1)	–	–	–	–	100
Independent Directors					
Lawrence Chen Tse Chau	50,000	–	100	–	100
Lo Kim Seng	35,000	–	100	–	100
Tan Yew Heng, Terrence	35,000	–	100	–	100

* Bonus and incentives include bonuses based on annual assessment and incentives of securing new contracts.

Notes:

(1) Ms Lim Xiu Fang, Vanessa is the Executive Director of the Company. Her duties and responsibilities are to seek, evaluate and propose new businesses to the Company. As the Design & Build business which she introduced to the Company, was not profit-accretive in FY2025, Ms Lim volunteered to forfeit her salary until such time the business turns profitable.

In FY2025, the Company had three (3) key management personnel (who is not a Director or the CEO). The breakdown for the remuneration of the Company's key management personnels (who are not Directors or the CEO) in FY2025 is as follows:

Name	Designation	Salary (%)	Bonus and Incentives* (%)	Total (%)
Remuneration Band up to $250,000				
Management Team				
Tang Yao Zhi	Group Operation Director	100	–	100
Cheung Ka Ho	Chief Financial Officer	100	–	100
Stanny Chai	Head of Construction	88	12	100

* Bonus and incentives include bonuses based on annual assessment and incentives for securing new contracts.

The performance conditions used to determine the entitlement of the Executive Directors and the three (3) key management comprise qualitative and quantitative conditions. Examples of quantitative conditions are target sales, target profit, sales growth and years of service. Examples of qualitative conditions are on the job performance, leadership, teamwork, etc. The performance conditions of the Directors are set by the RC. The RC has reviewed and is satisfied that the performance conditions of the Directors and Key Management were met for FY2025.

The total remuneration paid to the key management personnel above in FY2025 was approximately S$391,000.

For FY2025, there was no termination, retirement or post-employment benefits granted to the Directors and Key Management.

Given the highly competitive industry conditions, the Company is of the view that it is not in the best interests of the Company to fully disclose the details of the remuneration paid to each of the Key Management of the Group.

There is no employee related to a Director or the CEO or a substantial shareholder of the Company whose remuneration exceeds S$100,000 in the Company's employment for FY2025.

The Company does not have an employee share scheme for the financial year in review.

Principle 9: Risk Management and Internal Controls

The Board is responsible for the governance of risk and ensures that management maintains a sound system of risk management and internal controls, to safeguard the interests of the Company and its Shareholders.

The Board is responsible for the overall risk governance, risk management and internal control framework of the Group and is fully aware of the need to put in place a system of internal controls within the Group to safeguard shareholders' interests and the Group's assets and to manage risks. With the assistance of the AC, the Board reviews the risk management processes and framework, oversees the formulation, update and maintenance of an adequate and effective risk management and internal control systems annually. In view of the fact that the size of the current Board is relatively small and the current operations of the Group is not complex, the Board decided that AC will assist the Board to identify significant risks of the Group and a separate risk committee is not required.

The Board acknowledges that no system of internal controls can provide absolute assurance against the occurrence of human and system errors, poor judgment in decision-making, losses, fraud or other irregularities.

Based on the internal controls established by the Group, its assessment of work performed by the external auditor and internal auditor, as well as the Assurances (as defined herein) obtained, the Board, with the concurrence of the AC, is of the view that the Group's internal controls in addressing the financial, operational, compliance and information technology risks and the risk management systems were effective and adequate for FY2025.

The system provides reasonable assurance against material financial misstatements or loss and includes the safeguarding of assets, the maintenance of proper accounting records, the reliability of financial information, compliance with appropriate legislation, regulation and best practices and the identification and management of business risks.

The Board has received assurance from the Executive Director and the Chief Financial Officer that the financial records for FY2025 have been properly maintained and the financial statements for the financial year under review give a true and fair view of the Company's operations and finances and the Company's risk management and internal control systems were adequate and effective as at 31 December 2025. The Company has also received assurance from the internal auditor that the Company's risk management and internal control systems are effective (the "**Assurances**").

Principle 10: Audit Committee

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

As at the date of this Annual Report, the AC comprises three (3) Directors, all of whom are independent. None of the AC members were previous partners or directors of the Company's external audit firm within the last two (2) years and none of the AC members hold any financial interest in the external audit firm.

Lawrence Chen Tse Chau	Chairman and Independent Director
Lo Kim Seng	Independent Director
Tan Yew Heng, Terrence	Independent Director

The role of the AC is to, *inter alia*, assist the Board in discharging its responsibilities to safeguard the Company's assets, maintain adequate accounting records, develop and maintain effective systems of internal controls. The Board is of the opinion that the members of the AC have sufficient accounting and financial management expertise and experience in discharging their duties and responsibilities. The Board considers Mr Chen, who have extensive and practical accounting and financial management knowledge and experience, is well qualified to chair the AC.

PKF-CAP LLP has been appointed as the Company's and subsidiaries' independent external auditors since financial year ended 31 December 2023 (other than the dormant subsidiary). All the subsidiaries are Singapore-incorporated. The Company confirms its compliance with the Catalist Rules 712 and 715.

The functions and responsibilities of the AC include the following:

(a) to review adequacy and effectiveness of the Company's material internal controls, including financial, operational, compliance and information technology controls and risk management via reviews and evaluation carried out by the internal auditor and external auditor and the assistance given to them by the Company's Management at least annually;

(b) to review the financial statements of the Company and the quarterly, half-yearly and full year financial results (where applicable) and the respective results announcements before submission to the Board;

(c) to review significant financial reporting issues and judgments so as to ensure the integrity of the financial statements of the Company and any announcements relating to the Company's financial performance;

(d) to review the assurance from the Executive Director and the Chief Financial Officer on the financial records and financial statements;

(e) to review the policy and arrangements for concerns about possible improprieties in financial reporting or other matters to be safely raised, independently investigated and appropriately followed up on, including providing oversight and monitoring of whistleblowing. The Company publicly discloses, and clearly communicates to employees, the existence of a whistle-blowing policy and procedures for raising such concerns.

(f) to review and approve interested person transactions;

(g) to review and approve the appointment and removal of internal auditor;

(h) making recommendations to the Board on (1) proposals to shareholders on the appointment and removal of external auditor; and (2) the remuneration and terms of engagement of the external auditor as well as to review the adequacy, independence, effectiveness, scope of audit plan and results of the internal auditor and external auditor of the Company;

(i) to review the nature and extent of non-audit services provided by the external auditor; and

(j) to meet with the external auditor, other Board committees, and Key Management in separate executive sessions to discuss any matters that these groups believe should be discussed privately with the AC.

In discharging the above duties, the AC confirms that it has full access to and co-operation from Key Management and is given full discretion to invite any Director or Key Management and staff to attend its meetings. In addition, the AC has also been given reasonable resources to enable it to perform its functions properly.

During FY2025, the AC has met once with the external auditor and internal auditor, without the presence of Management.

The AC has undertaken a review of the scope of services provided by the external auditors, the independence and the objectivity of the external auditors on an annual basis, the AC also reviews all non-audit services provided by the external auditor to ensure that the provision of these services does not affect the independence of the auditors. For FY2025, the aggregated amount of audit fees paid or payable to auditors, PKF-CAP LLP ("**PKF**"), is S$120,000. There were no non-audit services provided by PKF for the year under review to the Company and its subsidiaries.

PKF confirmed that it has adopted a system of quality management ("**SOQM**") serves to promote the quality of engagements performed by the firm and meets the requirements of Singapore Standards of Quality Management (SSQM) 1 Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements. Accordingly, the AC has recommended to the Board, the nomination for the re-appointment of PKF as external auditor of the Company at the forthcoming AGM.

The Company has put in place a whistle-blowing process and has implemented a whistle-blowing policy for the Group, where it will ensure that the identity of the whistle-blower is kept confidential. The Company is committed to ensure protection of the whistle-blower against detrimental or unfair treatment and the AC is responsible for oversight and monitoring of whistle-blowing. The whistle-blowing policy is endorsed by the AC, where employees and other stakeholders of the Company may, in confidence, raise concerns about possible corporate improprieties in matters of financial reporting or other matters. The whistle-blowing policy of the Company is made available to the employees of the Company, for their information. The AC, upon receipt of complaints or allegations from any employee or stakeholder, determines if an investigation is necessary. If an investigation should be carried out, it will direct an independent investigation to be conducted by an independent function on the complaint received. The AC will receive a report on that complaint and findings of investigation as well as a follow-up report on actions taken. Reporting can be done through the Company's email to the attention of the AC at whistleblower@sevensatelier.com.

The AC is kept abreast by the Management, company secretary and/or the external auditor of changes to accounting standards, the Catalist Rules and other regulations which could have an impact on the Group's business and financial statements.

The Company has not put in place a Risk Management Committee. However, the Management regularly reviews the Company's business and operational activities to identify areas of significant business risks as well as appropriate measure to control and mitigate these risks. Management reviews all significant control policies and procedures and highlights all significant matters to the Board and the AC.

In the review of the financial statements for FY2025, the AC has discussed with the Management on the significant accounting principles that were applied and their judgement of items that might affect the accuracy and completeness of the financial statements.

The AC has deliberated on the key audit matters identified by the external auditor, i.e. revenue recognition; impairment assessment of goodwill; and Expected Credit Losses (ECL) on trade receivables and contract assets. Full details of the key audit matter for FY2025 are provided in the Independent Auditor's Report in the Annual Report.

The AC is responsible for the appointment and assessment of the performance of the internal auditor. The Company has engaged Baker Tilly Consultancy (Singapore) Pte. Ltd. ("**IA**" or "**Baker Tilly**") as its internal auditor since 2024, to assist the AC to independently evaluate and improve the effectiveness of the system of internal controls using a risk-based approach.

The role of the outsourced internal audit function is to provide independent and objective reports on the organisation's key internal controls to the AC. Baker Tilly adopts the International Standards for the Professional Practice of Internal Auditing (the IIA Standards) as laid down in the International Professional Practices Framework issued by the Institute of Internal Auditors. The AC will review annually the adequacy and effectiveness of the internal audit function.

The number of staff deployed for the internal audit assessment ranges from 3 to 4 staff per visit, including the engagement partner, Mr Lim Wei Wei ("**Mr Lim**"). Mr Lim has more than 20 years of auditing and advisory experience including 4 years of professional experience with Big 4 public accounting firms. Prior to joining Baker Tilly, he set up and headed an internal audit department of a NYSE listed company in the People's Republic of China. He is also experienced in Business Process Reviews, Enterprise Risk Management and Sarbanes Oxley Act Compliance Advisory. In 2010, he completed the Leadership Development Program conducted by The University of Chicago-Booth School of Business. He currently serves on the Board of Trustees of Conservation International Singapore, a non-profit organization.

Mr Lim holds degrees of Master of Business Administration from National University of Singapore and Bachelor of Accountancy (Honors) from Nanyang Technological University. He is also a member of Chartered Accountant of Singapore (CA Singapore), Certified Internal Auditor (CIA), Certified Financial Services Auditor (CFSA) and has Certification in Risk Management Assurance (CRMA).

Internal audits include evaluation of controls relating to significant risks. Such audits also ensure that instituted controls are appropriate, effectively applied and achieve acceptable risk exposures consistent with the Company's risk management and internal control framework. The IA would advise Management on areas for improvement and would subsequently carry out follow-up review on the status to which its recommendations have been implemented. The internal audit reports which contained the relevant audit finding and recommendations are submitted to the AC for deliberation.

The IA's primary line of reporting is to the Chairman of the AC. On an annual basis, the IA prepares and executes a risk-based audit plan taking into consideration the risks identified as approved by the AC, so as to review the adequacy and effectiveness of the system of internal controls of the Group. Key audit findings are presented to the AC and the results of the findings are also shared with the external auditor. In addition, the AC meets with the internal auditor separately, at least once a year, without the presence of Management, to review the outsourced internal audit function and to assure itself on the soundness of internal control system.

During FY2025, the AC reviewed the report submitted by the IA relating to the audits conducted to assess the adequacy and the effectiveness of the Group's risk management and the internal control systems put in place, including financial, operational, compliance and information technology controls. Any material non-compliance or lapses in internal controls together with recommendation for improvement are reported to the AC. A copy of the report dated 16 July 2025 is also issued to the relevant department for its follow-up action. The timely and proper implementation of all required corrective, preventive or improvement measures are closely monitored by the AC.

The Board, with the concurrence of the AC, is of the opinion that the Company's internal controls (including financial, operational, compliance and information technology controls) and risk management systems were adequate and effective in FY2025.

SHAREHOLDER RIGHTS AND RESPONSIBILITIES

Principle 11: Shareholder Rights and Conduct of General Meetings

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 its Shareholders a balanced and understandable assessment of its performance, position and prospects.

The Company encourages shareholders' participation at the Company's annual general meetings. The general meeting is the principal forum for dialogue with shareholders.

The Board ensures that the shareholders are treated fairly and equitably. All material information which would likely affect the price or value of the Company's shares shall be disclosed adequately and in a timely manner.

Notices of general meetings are dispatched to shareholders, together with the annual report and/or circulars within the notice period as prescribed by the relevant laws and regulations. Where necessary, additional explanatory notes will be provided for relevant resolutions which are to be tabled at general meetings to enable shareholders to exercise their vote on an informed basis. The Company strives to hold general meetings at venues which are accessible to shareholders. At general meetings, shareholders will be given the opportunity to voice their views and direct their questions to the Board regarding the Company. At the forthcoming AGM, the shareholders will be able to attend the meeting in person. All shareholders have the opportunity to participate effectively in, speak and vote at general meetings.

An independent polling agent is appointed by the Company for general meetings who will explain the rules, including the voting procedures, that govern the general meetings of shareholders. The results of the poll will be scrutinised by the appointed scrutineer.

The Company's Constitution allows a shareholder to appoint up to two (2) proxies to attend and vote in the shareholder's place at the general meetings. Registered shareholders who are unable to attend the general meetings are entitled to appoint up to two (2) proxies, unless the shareholder is a relevant intermediary (as defined in Section 181 of the Companies Act). A relevant intermediary may appoint more than two (2) proxies to participate in shareholders' meetings, but each proxy must be appointed to exercise rights attached to a different share or shares held by such shareholder.

All resolutions proposed at general meetings shall be put to vote by way of a poll. The voting results of each of the resolutions tabled are announced on the same day after the meetings. The total numbers of votes cast for or against the resolutions are also announced after the meetings via SGXNet.

The Company ensures that sufficient explanations of all resolutions are included in the notice of the annual general meeting. Separate resolutions on each distinct issue are tabled at general meetings. "Bundling" of resolutions are kept to a minimum and executed only where the resolutions are interdependent as to form one significant proposal and only where there are reasons and material implications involved and explained to shareholders accordingly.

The Chairman of the meeting and Chairman of the Board Committees as well as the Company's external auditor, shall attend annual general meetings to address shareholders' queries and receive feedback from shareholders.

The external auditor, PKF, shall also be invited to attend general meetings and will assist in addressing queries from the shareholders relating to the conduct of the audit and the preparation and content of the independent auditor's report.

The Chairman of the meeting will facilitate constructive dialogue between shareholders and the Board, the Key Management, the external auditor and other relevant professionals.

The Company will publish the minutes of the forthcoming annual general meeting via SGXNet and corporate website of the Company within one (1) month from the date of meeting. The minutes will record substantial and relevant comments or queries from shareholders relating to the agenda of the general meeting, and responses from the Board and Key Management.

The Board does not implement absentia-voting methods by mail, e-mail or fax, until issues on security and integrity are satisfactorily resolved.

The Company does not have a fixed dividend policy. Nonetheless, Management will review, *inter alia*, the Group's performance in the relevant financial period, projected capital needs and working capital requirements and make appropriate recommendations to the Board on dividend declaration.

Principle 12: Engagement with Shareholders

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.

The Company endeavours to communicate regularly, effectively and fairly with its shareholders. In line with the continuous disclosure obligations under the relevant rules, the Board ensures that shareholders are promptly informed of all major developments that may have a material impact on the Group in a timely manner. Information is released to shareholders and investors on a timely basis via SGXNet as well as the Company's corporate website (https://www.sevensatelier.com).

Apart from the SGXNet announcements and its annual report, the Company may release press releases or organise media/analyst briefings to keep shareholders informed of corporate developments.

Principle 13: Engagement with Stakeholders

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 stakeholders have been identified as those who are impacted by the Group's business and operations and those who are similarly able to impact the Group's business and operations. The identified key stakeholders of the Group include suppliers, customers, employees, community, investors and regulators. The engagement with material stakeholder groups, including key areas of focus and engagement channels, are disclosed in the Sustainability Report.

The Company regularly engages its stakeholders through various channels to ensure that the business interests are aligned with its stakeholders. Stakeholders of the Company will be able to communicate with the Company through the contact information provided on its corporate website.

The Company currently does not have an investor relations policy but considers advice from its continuing sponsor, corporate lawyers and professionals on appropriate disclosure requirements before announcing material information to shareholders. Notwithstanding that the Company does not have a dedicated investor relations team or investor relations policy, Mr Tang Yao Zhi, the Group Operation Director is responsible for the Company's communication with shareholders. Shareholders and investors who have questions may reach out to Mr Tang at enquiry@sevensatelier.com. The said email address is also available at the Company's corporate website. The Company will consider the appointment of a professional investor relations officer to manage the function should the need arise.

RISK MANAGEMENT

The Company regularly reviews and improves its business and operational activities to identify areas of significant business risks as well as take appropriate measures to control and mitigate these risks. All significant control policies and procedures are reviewed by Key Management and all significant matters are tabled to the AC and the Board for review and deliberation.

DEALINGS IN SECURITIES

The Company has set out guidelines to the Directors, officers and staff of the Group in relation to dealings in the Company's securities. These guidelines prohibit the Company, its Directors, its officers and staff from dealing in the listed securities of the Company while in possession of material or price sensitive information and during the period commencing two weeks before the announcement of the Company financial statements for each of the first three quarters of its financial year and one month before the announcement of the Company's full-year financial statements and ending on the date of announcement of the relevant financial results. The Company, its Directors and officers are also advised not to deal in the Company's securities on short-term considerations.

The Company, Directors and officers of the Company are also advised to observe insider trading laws at all times even when dealing in the Company's securities within the permitted trading period.

All Directors are also provided with proper guidance on disclosure of interests in securities, restrictions on disclosure of price sensitive information and disclosure of interests relating to the Group's businesses.

INTERESTED PERSON TRANSACTIONS POLICY

The Company has adopted an internal policy in respect of any transactions with interested persons and has set out the procedures for review and approval. The procedures governing all interest person transactions are to ensure that they are properly documented and reported on a timely manner to the AC and that they are carried out on normal commercial terms and are not prejudicial to the interests of the Company and its minority shareholders.

There was no interested person transaction that is S$100,000 and above carried out during FY2025.

The Company does not have an existing general mandate pursuant to Rule 920 of the Catalist Rules.

MATERIAL CONTRACTS

Save for the service agreement entered into between the Company and the Executive Director, there are no material contracts entered into by the Group involving the interest of 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.

CATALIST SPONSOR

No non-sponsor fees were paid to the Company's sponsor, PrimePartners Corporate Finance Pte. Ltd. during FY2025.

USE OF PROCEEDS

The Company had on 20 May 2024 issued 714,285 new ordinary shares in respect of the subscription of the Company's shares by an investor in accordance with the subscription agreement dated 30 April 2024 and a supplemental agreement signed on 9 May 2024. The Company has raised net proceeds of approximately S$0.09 million from the allotment and issuance of 714,285 shares.

As at the date of this Annual Report, the proceeds have been utilised as follows:

Intended use of Net Proceeds	Amount allocated (S$'000)	Amount utilised (S$'000)	Balance S$'000
Marketing expenses	75	55	20
Working capital	15	15	–
Total	**90**	**70**	**20**

The proceeds were utilised in accordance with its intended use.

SUSTAINABILITY REPORTING

The Company has in place a process to identify its various stakeholders and understand their viewpoints as well as actively communicating with them to align the Company's expectation and goals. The Group engages with the key stakeholders through various platforms. Details of the stakeholders engaged by the Group, areas of focus, approaches to stakeholder, including frequency of engagement by type and by stakeholder group and key feedback or issues that have been raised through stakeholder engagement can be found in the Company's Sustainability Report 2025 section.

ADDITIONAL INFORMATION REQUIRED IN RELATION TO A DIRECTOR SEEKING RE-ELECTION AND APPOINTMENT

Pursuant to Rule 720(5) of the Catalist Rules, the information relating to the retiring Directors as set out in the Appendix 7F of the Catalist Rules of the SGX-ST is disclosed below:

	Lim Xiu Fang, Vanessa	Tan Yew Heng, Terrence
Date of Appointment	8 September 2021	15 November 2022
Date of last re-appointment	26 April 2024	26 April 2024
Age	38	47
Country of principal residence	Singapore	Singapore
The Board's comments on this appointment (including rationale, selection criteria, and the search and nomination process)	The Board has considered, among others, the recommendation of the NC and has reviewed and considered the contribution, performance, attendance, preparedness, participation and suitability of Ms Lim for the re-election as the Director of the Company and concluded that Ms Lim Xiu Fang, Vanessa ("**Ms Lim**") possesses the experience, expertise knowledge and skills to continue to contribute towards the core competencies of the Board.	The Board has considered, among others, the recommendation of the NC and has reviewed and considered the qualification, working experiences, contribution, performance, attendance, preparedness, participation, candour and suitability of Mr Tan Yew Heng, Terrence ("**Mr Tan**") for re-election as an Independent Director of the Company and concluded that Mr Tan possesses the experience, expertise, knowledge and skills to contribute towards the core competencies of the Board. The Board considers Mr Tan to be independent for the purpose of Rule 704(7) of the Catalist Rules.
Whether appointment is executive, and if so, the area of responsibility	Executive To carry out duties and responsibilities to seek, evaluate and present Design and Build business alliances and opportunities to the Group.	Non-Executive
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Executive Director	Independent Director, Chairman of the RC and member of the AC and the NC
Professional qualifications	Bachelor of Arts, University of the Arts London	Bachelor of Engineering, MBA (Finance)
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	Sister of Mr Lim Wei Zhi Sylvester, the controlling shareholder of the Company	No
Conflict of Interest (including any competing business)	No	No

	Lim Xiu Fang, Vanessa	Tan Yew Heng, Terrence
Working experience and occupation(s) during the past 10 years	2017 to present: Ariki Capital Pte. Ltd. (Manager) 2013 to present: Beauty Eleganza LLP (Founder) 2013 to present: Ariki Pte. Ltd. (Manager)	October 2021 to present: Galactic Advisors Pte. Ltd. (Director) July 2021 to July 2024: China Environment Ltd. (Independent Director) June 2018 to February 2024: Hopeshine Ventures Pte. Ltd. (Director) June 2016 to present: Lux Entertainment Pte. Ltd. (Director) January 2016 to present: TSCGroup Pte. Ltd. (Director) August 2011 to October 2021: Hopeshine Capital Pte. Ltd. (Director) April 2018 to October 2019: Raffles Business Solutions Pte. Ltd. (Director) February 2017 to December 2017: Xcell Learning Centre LLP (Partner) February 2016 to December 2016: Bright Education Pte. Ltd. (Director)
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes
Shareholding interest in the listed issuer and its subsidiaries	Deemed interest of 56,000,000 ordinary shares of the Company (representing 26.14%) held by her brother, Mr Lim Wei Zhi Sylvester	No
Other Principal Commitments Including Directorships#* ** "Principal Commitments" has the same meaning as defined in the Code* *# These fields are not applicable for announcements of appointments pursuant to Listing Rule 704 (9) or Catalist Rule 704 (8).*		
Past (for the last 5 years)	–	Hopeshine Capital Pte. Ltd. Hopeshine Ventures Pte. Ltd. China Environment Ltd.
Present	Beauty Eleganza LLP Sevens Build Pte. Ltd. Sevens Creation Pte. Ltd. Sevens Design Pte. Ltd. Sevens Meta Pte. Ltd.	Galactic Advisors Pte. Ltd. Lux Entertainment Pte. Ltd. TSCGroup Pte. Ltd.

	Lim Xiu Fang, Vanessa	Tan Yew Heng, Terrence
Disclose the following matters concerning an appointment of director, chief executive officer, chief financial officer, chief operating officer, general manager or other officer of equivalent rank. If the answer to any question is "yes", full details must be given.		
(a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No
(b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No
(c) Whether there is any unsatisfied judgment against him?	No	No
(d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No	No

	Lim Xiu Fang, Vanessa	Tan Yew Heng, Terrence
(e) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No	No
(f) Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No	No
(g) Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No
(h) Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No
(i) Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No	No

	Lim Xiu Fang, Vanessa	Tan Yew Heng, Terrence
(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	No	No
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	No	No
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	No	No
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	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	No

	Lim Xiu Fang, Vanessa	Tan Yew Heng, Terrence
Disclosure applicable to the appointment of Director only		
Any prior experience as a director of a listed company? **If yes, please provide details of prior experience.** **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.** **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).**	N.A. Ms Lim is proposed to be re-elected as a Director of the Company.	N.A. Mr Tan is proposed to be re-elected as a Director of the Company.

The directors are pleased to present their statement to the members together with the audited consolidated financial statements of Sevens Atelier Limited (the "Company") and its subsidiaries (collectively, the "Group") and the statement of changes in equity of the Company for the financial year ended 31 December 2025 and the statement of financial position of the Company as at 31 December 2025.

OPINION OF THE DIRECTORS

In the opinion of the directors,

(i) the accompanying financial statements are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025 and of 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; 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:

Lawrence Chen Tse Chau
Lo Kim Seng
Lim Xiu Fang, Vanessa
Tan Yew Heng, Terrence

ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES OR 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 directors of the Company holding office at the end of the reporting year had no interest in shares or in debentures of the Company and its related corporations as recorded in the register of directors' shareholdings kept by the Company under Section 164 of the Singapore Companies Act 1967 (the "Act").

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

SHARE OPTIONS

During the financial year, no option to take up unissued shares of the Company or other body corporate in the Group was granted.

During the financial year, there were no shares issued by virtue of the exercise of an option to take up unissued shares.

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

AUDIT COMMITTEE

The members of the Audit Committee ("AC") at the date of this statement are as follows:

Lawrence Chen Tse Chau	(Independent Director and Non-Executive Chairman, Chairman of Audit Committee)
Lo Kim Seng	(Independent director and Chairman of Nominating Committee)
Tan Yew Heng, Terrence	(Independent director and Chairman of Remuneration Committee)

The AC has performed its functions in accordance with Section 201B(5) of the Act, including the following:

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

Other functions performed by the AC are described in the report on Corporate Governance included in the Annual Report of the Company. It also includes an explanation of how the independent auditor's objectivity and independence is safeguarded where the independent auditor provides non-audit services.

The AC convened four meetings during the year. The AC has also met with the independent auditors, without the presence of the Company's management, at least once a year. The attendance of the meetings is disclosed in the Corporate Governance Report in the Company's Annual Report.

It is the opinion of the Board of Directors with the concurrence of the AC that the system of internal controls, which addresses the Group's financial, operational, compliance and information technology risks, maintained by the Group is in place and adequate throughout the financial year and up to the date of this report.

The Company confirms that Rules 712 and 715 of the SGX-ST's Catalist Rules have been complied with.

Further details regarding the AC are disclosed in the Corporate Governance Report in the Company's Annual Report.

DIRECTORS' OPINION ON THE ADEQUACY OF THE INTERNAL CONTROLS

Based on the internal controls established and maintained by the Company, work performed by the internal auditor and independent external auditor, and reviews performed by management, other committees of the board and the board, the AC and the board are of the opinion that the Company's internal controls, addressing financial, operational, compliance information technology risks, are adequate as at the end of the reporting year 31 December 2025.

SUBSEQUENT DEVELOPMENTS

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

AUDITOR

The auditor, PKF-CAP LLP, has expressed its willingness to accept re-appointment.

On behalf of the Board of Directors,

Lawrence Chen Tse Chau Director	Lim Xiu Fang, Vanessa Director

Singapore

INDEPENDENT AUDITOR'S REPORT

To the Members of Sevens Atelier Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Sevens Atelier Limited (the "Company") and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group, and the statement of changes in equity of the Company for the year then ended, and notes to the financial statements, including material accounting policies.

In our opinion, the accompanying consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)s") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2025 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and changes in equity of the Company for the year ended on that date.

Basis for Opinion

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

Material Uncertainty Related to Going Concern

We draw attention to Note 2 of the financial statements. The Group incurred net loss of $5,478,000 for the financial year ended 31 December 2025 and as at that date, the Group's and the Company's net current liabilities are $4,044,000 and $1,861,000 respectively. These events or conditions indicate that a material uncertainty exists that may cast significant doubt on the Group's and the Company's ability to continue as going concerns. Our opinion is not modified in respect of this matter.

Emphasis of Matter

Assistance in investigating by the Commercial Affairs Department ("CAD") and the Monetary Authority of Singapore ("MAS")

We draw your attention to Note 33 to the financial statements which describes the Company providing assistance in investigation by the CAD and the MAS.

Our opinion is not modified in respect of this matter.

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 year. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. In addition to the matter described in the *Material Uncertainty Related to Going Concern* section, we have determined the matters described below to be the key audit matters to be communicated in our report.

Report on the Audit of the Financial Statements (Continued)

Key audit matters (Continued)

Accounting for construction and renovation contracts

Refer to Note 3(c) for the relevant accounting policy, Note 4(c) on significant accounting judgements and estimates and Note 5 on revenue.

For the financial year ended 31 December 2025, construction and renovation contracts recognised on a percentage of completion ("POC") method amounted to $8,166,000 as disclosed in Note 5 to the financial statements and represented 100% of the Group's total revenue.

Construction and renovation contracts are recognised over time by reference to the Group's progress towards completing the contracts. The measurement of progress is determined based on the proportion of contract costs incurred to date to the estimated total contract costs for the contracts.

Significant management's judgement is required to determine the estimated costs to completion for the construction and renovation contracts, based on their industry knowledge, past experiences on similar projects and current knowledge on the contracts. The determination of the estimated costs of completion is important as it in turn affects the POC computed for each contract, as well as the revenue and gross profit margin recognised for each contract.

Accordingly, we have assessed the accounting for construction and renovation contracts as a key audit matter.

We have performed the following audit procedures on a sample of significant projects to address the key audit matter:

In relation to total contract revenue for each project, our audit procedures include the following:

a) We verified total contract sums to contracts and variation orders entered into by the Group and its customers;

b) We recomputed the measure of progress of the construction contracts which is determined based on the proportion of contract costs incurred to date to the estimated total contract costs;

c) We assessed the reasonableness of the revenue recognised through discussions with the project teams and obtaining corroborating evidence such as relevant correspondences with the Group's customers;

d) We assessed the reasonableness of the provision for onerous contracts by independently recalculating the provision using management's underlying data and assumptions by verifying key inputs such as unavoidable costs, contractual obligations, and expected economic benefits against executed contracts, approved budgets, and historical trends; and

e) We recomputed the cumulative contract revenue and the contract revenue for the current reporting year for these projects, which were agreed to the accounting records.

In relation to contract costs for each project, our audit procedures include the following:

a) We reviewed the actual costs incurred by verifying to supplier invoices or sub-contractors progress billings; and

b) We reviewed management's estimates of total construction costs and costs to complete the projects by substantiating estimates to contracts entered with sub-contractors for subcontracting costs and reviewing the estimation of materials, labour and other construction costs with reference to the progress of the project.

Assessment of impairment of trade receivables and contract assets

Refer to Note 3(l) for the relevant accounting policy, Note 4(d) on significant accounting judgements and estimates and Note 19 on trade and other receivables and Note 18 on contract assets.

As at 31 December 2025, the Group had trade receivables of $530,000 and contract assets of $445,000 as disclosed in Note 19 and Note 18 to the financial statements respectively, which accounted for approximately 13% of the total assets of the Group. Approximately 92% of the trade receivables were due from two customers. Management has performed an impairment review based on the expected credit loss ("ECL") model.

Report on the Audit of the Financial Statements (Continued)

Key audit matters (Continued)

Assessment of impairment of trade receivables and contract assets (Continued)

The estimated credit loss allowance is based on the historical and forward-looking trends of the receivables from these customers, which includes an analysis of the age of these receivables, credit worthiness of the customers and future contestability.

We identified this as a key audit matter as the assessment of the determination of ECL requires management to exercise significant judgement and estimation. In determining the credit quality and whether any significant increase in credit risk occurs, both forward-looking and historical information need to be considered.

We have performed the following audit procedures to address the key audit matter:

a) We obtained an understanding of the Group's policies and procedures in assessing impairment of trade receivables and contract assets:

b) We evaluated the impairment assessment performed by management through the following:

   i. We discussed with management on the basis adopted by management in assessing the recoverability of the outstanding trade receivables for the Group's major customers, including enquiring of management the respective customers' financial standing. We also obtained confirmations from the major customers for the outstanding trade receivable balances at the end of the reporting year;

   ii. We assessed the credit risks of the customers by analysing the payment history and receipts subsequent to reporting year end of selected customers and considered events or indicators which resulted in increase in credit risk of those customers; and

   iii. We evaluated the adequacy of disclosures in the financial statements.

Assessment of impairment of goodwill

Refer to Note 3(k) for the relevant accounting policy, Note 4(b) on significant accounting judgements and estimates and Note 14 on goodwill.

As at the year ended 31 December 2025, the carrying amount of goodwill was S$5,145,000, which represents approximately 68% of the Group's total assets. We considered this a key audit matter due to the materiality of the balance, and the significant judgements and estimates involved in management's assessment of the recoverable amount, including the estimation of future cash flows and the application of an appropriate discount rate.

Goodwill is assessed annually for impairment. Management used the value-in-use method to determine the recoverable amount of goodwill. The value-in-use calculation requires management of the Group to estimate the future cash flows expected to arise from the cash-generating unit ("CGU") as well as suitable discount rate in order to calculate present value. In estimating the future cash flows of the cash-generating unit, management forecasted the revenue, growth rates, margins based on presently available information.

We have performed the following audit procedures to address the key audit matter:

a) We engaged our internal valuation specialists to review and assess the methodology and assumptions applied by management in their value-in-use calculations;

b) We discussed with management the basis for key assumptions used in the forecasted cash flows;

c) We challenged management's estimates used in the discounted future cash flows through our knowledge of the CGU's operations and its past performance and performed sensitivity analysis on the outcome of the value-in-use of the CGU;

Report on the Audit of the Financial Statements (Continued)

Key audit matters (Continued)

Assessment of impairment of goodwill (Continued)

d) We assessed and tested key assumptions which the outcome of the impairment assessment is most sensitive to; and

e) We assessed the adequacy of the disclosures made in the financial statements.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report 2025 but does not include the financial statements and our auditor's report thereon.

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

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

Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and SFRS(I)s, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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.

INDEPENDENT AUDITOR'S REPORT

To the Members of Sevens Atelier Limited

Report on the Audit of the Financial Statements (Continued)

Auditor's Responsibilities for the Audit of the Financial Statements (Continued)

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

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

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business 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, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current year and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In our opinion, the accounting and other records required by the Act to be kept by the Company and by those subsidiaries incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

The engagement partner on the audit resulting in this independent auditor's report is Titus Kuan Tjian.

PKF-CAP LLP
Public Accountants and
Chartered Accountants

Singapore

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For The Financial Year Ended 31 December 2025

	Note	Group 2025 $'000	Group 2024 $'000
Revenue	5	8,166	9,099
Cost of sales		(7,234)	(7,313)
Gross profit		932	1,786
Other income and gains	6A	109	767
Other losses	6B	(4,520)	–
Marketing and distribution costs		(94)	(121)
Administrative expenses	7	(1,884)	(2,109)
Finance costs	9	(21)	(28)
(Loss)/ Profit before tax		(5,478)	295
Income tax credit	10A	–	16
(Loss)/ Profit for the year, representing total comprehensive (loss)/ income for the year attributable to equity holders of the Company		(5,478)	311
(Loss)/ Earnings per share		Cents	Cents
Basic and diluted	11	(2.55)	0.14

The accompanying notes form an integral part of these financial statements

STATEMENTS OF FINANCIAL POSITION

As at 31 December 2025

	Note	Group 2025 $'000	Group 2024 $'000	Company 2025 $'000	Company 2024 $'000
ASSETS					
Non-current assets					
Property, plant and equipment	12	482	651	1	1
Right-of-use assets	13	180	300	–	–
Goodwill	14	5,145	9,193	–	–
Intangible assets	15	–	–	–	–
Investments in subsidiaries	16	–	–	4,633	10,905
		5,807	10,144	4,634	10,906
Current assets					
Other assets	17	110	65	10	1
Contract assets	18	445	574	–	–
Trade and other receivables	19	530	1,473	12	–
Cash and cash equivalents	20	656	380	50	72
		1,741	2,492	72	73
Total assets		7,548	12,636	4,706	10,979
LIABILITIES					
Non-current liabilities					
Other financial liabilities	23	–	9	–	–
Lease liabilities	24	68	201	–	–
		68	210	–	–
Current liabilities					
Provisions	22	114	108	–	–
Other financial liabilities	23	9	52	–	–
Contract liabilities	18	1,002	655	–	–
Lease liabilities	24	133	126	–	–
Trade and other payables	25	4,527	4,312	1,933	1,432
		5,785	5,253	1,933	1,432
Net current liabilities		(4,044)	(2,761)	(1,861)	(1,359)
Total liabilities		5,853	5,463	1,933	1,432
EQUITY					
Equity attributable to owners of the company					
Share capital	21	15,390	15,390	15,390	15,390
Accumulated losses		(13,695)	(8,217)	(12,617)	(5,843)
		1,695	7,173	2,773	9,547
Total equity and liabilities		7,548	12,636	4,706	10,979

The accompanying notes form an integral part of these financial statements

	Note	Share capital $'000	Accumulated losses $'000	Total $'000
Group				
2025				
Balance at 1 January 2025		15,390	(8,217)	7,173
Total comprehensive loss for the year		–	(5,478)	(5,478)
Balance at 31 December 2025		15,390	(13,695)	1,695
2024				
Balance at 1 January 2024		15,300	(8,528)	6,772
Issuance of ordinary shares	21	90	–	90
Total comprehensive income for the year		–	311	311
Balance at 31 December 2024		15,390	(8,217)	7,173

	Note	Share capital $'000	Accumulated losses $'000	Total $'000
Company				
2025				
Balance at 1 January 2025		15,390	(5,843)	9,547
Total comprehensive loss for the year		–	(6,774)	(6,774)
Balance at 31 December 2025		15,390	(12,617)	2,773
2024				
Balance at 1 January 2024		15,300	(5,311)	9,989
Issuance of ordinary shares	21	90	–	90
Total comprehensive loss for the year		–	(532)	(532)
Balance at 31 December 2024		15,390	(5,843)	9,547

The accompanying notes form an integral part of these financial statements

CONSOLIDATED STATEMENT OF CASH FLOWS

For The Financial Year Ended 31 December 2025

	Notes	Group 2025 $'000	Group 2024 $'000
Cash Flows from Operating Activities:			
(Loss)/ Profit before tax		(5,478)	295
Adjustments for:			
Impairment of goodwill	6B	4,048	–
Depreciation of property, plant and equipment	7	170	169
Depreciation of right-of-use assets	7	120	225
Reversal of provision for onerous contracts	6A	–	(46)
Reversal of impairment loss of trade receivables	6A	–	(150)
Reversal of over accruals in prior year	6A	(31)	(90)
Allowance for impairment on other receivables	6B	131	–
Allowance for impairment on trade receivables	6B	341	–
Interest expense	9	21	28
Operating cash flows before working capital changes		(678)	431
Changes in working capital:			
Trade and other receivables		471	13
Contract assets		129	(411)
Contract liabilities		347	(2,866)
Other assets		(45)	9
Trade and other payables		246	1,733
Net cash flows generated from/ (used in) operating activities		470	(1,091)
Cash Flows from Investing Activity			
Purchase of property, plant and equipment	12	(1)	(104)
Net cash flows used in investing activity		(1)	(104)
Cash Flows from Financing Activities			
Interest paid		(15)	(22)
Principal payment of lease liabilities	24	(126)	(134)
Repayment of bank loan	24	(52)	(51)
Proceeds from issuances of shares	21	–	90
Net cash flows used in financing activities		(193)	(117)
Net increase/ (decrease) in cash and cash equivalents		276	(1,312)
Cash and cash equivalents at beginning of the year		380	1,692
Cash and cash equivalents at end of the year	20	656	380

The accompanying notes form an integral part of these financial statements

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

1. General

Sevens Atelier Limited (the "Company") is a limited liability company incorporated and domiciled in Singapore.

The Company is listed on Catalist which is a shares market on the Singapore Exchange Securities Trading Limited.

The Company's principal activities are those of an investment holding company and provision of management services to its subsidiaries.

The principal activities of the subsidiaries are described in Note 16.

The registered office and principal place of business is 31 Joo Chiat Place Singapore 427755.

2. Material uncertainty related to going concern

The Group incurred net loss of $5,478,000 for the financial year ended 31 December 2025 and as at that date, the Group's and the Company's net current liabilities are $4,044,000 and $1,861,000 respectively. These events or conditions indicate that a material uncertainty exists that may cast significant doubt on the Group's and the Company's ability to continue as going concerns.

The Board and the Management are of the opinion that the use of going concern in the preparation of these financial statements is appropriate, taking into account the following:

- The Group expects contracts secured to-date and potential new contracts to be secured will generate sufficient cashflows to support its operating expenses in the next 12 months from the date of approval of these financial statements.

- The Group is in the process of preparing and studying potential fundraising initiatives through corporate exercises. This may involve equity financing options such as private placements, rights issues, or other capital-raising mechanisms. The management is assessing market conditions, regulatory requirements, and investor appetite to determine the most suitable approach to strengthening the Group's financial position.

- The Group is actively exploring and evaluating various options for securing debt financing from financial institutions. This includes engaging with potential lenders, assessing the terms and feasibility of available credit facilities, and preparing the necessary financial documentation to support loan applications.

- The cash flow forecasts of the Group for the next 12 months and concluded that there will be sufficient cash flows and resources to allow the Group to continue its operations and meet its obligations for the foreseeable future. The Board has assessed the ability of the Group to meet its short-term obligations as and when it falls due and is also of the opinion that the Group will be able to raise the necessary funds for its working capital purposes when required.

If the Group and Company are unable to continue in operational existence for the foreseeable future, the Group or the Company may be unable to discharge its liabilities in the normal course of business and adjustments may have to be made to reflect the situation that assets may need to be realised other than in the normal course of business and at amounts which could differ significantly from the amounts at which they are now recorded in the statements of financial position. In addition, the reporting entities may have to provide for further liabilities that may arise and to reclassify non-current assets and non-current liabilities as current assets and current liabilities respectively. No such adjustments have been made to these financial statements.

3. Material accounting policy information

(a) Basis of Preparation

The financial statements have been drawn up in accordance with Singapore Financial Reporting Standards (International) ("SFRS(I)s"). The financial statements have been prepared on the historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Singapore dollars ($), which is the Company's functional currency. All financial information have been rounded to the nearest thousand ($'000), except when otherwise indicated.

The financial statements of the Company have been prepared on the basis that it will continue to operate as a going concern.

Application of new and revised SFRS(I)s and SFRS(I) INTs

On 1 January 2025, the Group and the Company have adopted the new or amended SFRS(I) and SFRS(I) Interpretations ("INT SFRS(I)") that are mandatory for application for the financial year. Changes to the Group's and Company's accounting policies have been made as required, in accordance with the transitional provisions in the respective SFRS(I) and INT SFRS(I).

The adoption of these new or amended SFRS(I) and INT SFRS(I) did not result in substantial changes to the Group's and Company's accounting policies and had no material effect on the amounts reported for the current or prior financial years.

SFRS(I)s and INT SFRS(I) issued but not yet effective

Below are the mandatory standards, amendments and interpretations to existing standards that have been published, and are relevant for the Group's accounting periods beginning after 1 January 2026 and which the Group has not early adopted:

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

Except for SFRS(I) 18: Presentation and Disclosure in Financial Statements, the directors expect that the adoption of the standards will have no material impact on financial statements in the period of initial adoption.

SFRS(I) introduces new requirements to:
(i) Present specified categories and defined subtotals in the statement of profit or loss
(ii) Provide disclosures on management-defined performance measures (MPMs) in the notes to the financial statements
(iii) Improve aggregation and disaggregation

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

3. Material accounting policy information (Continued)

(b) Group accounting

Subsidiaries

(i) Consolidation

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

In preparing the consolidated financial statements, transactions, balances and unrealised gains on transactions between group entities are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment indicator of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests comprise the portion of a subsidiary's net results of operations and its net assets, which is attributable to the interests that are not owned directly or indirectly by the equity holders of the Company. They are shown separately in the consolidated statement of comprehensive income, statement of changes in equity, and balance sheet. Total comprehensive income is attributed to the non-controlling interests based on their respective interests in a subsidiary, even if this results in the non-controlling interests having a deficit balance.

(ii) Acquisitions

The acquisition method of accounting is used to account for business combinations entered into by the Group.

The consideration transferred for the acquisition of a subsidiary or business comprises the fair value of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred also includes any contingent consideration arrangement and any pre-existing equity interest in the subsidiary measured at their fair values at the acquisition date.

Acquisition-related costs are expensed as incurred.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date.

On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree at the date of acquisition either at fair value or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

The excess of (a) the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the (b) fair value of the identifiable net assets acquired is recorded as goodwill.

(iii) Disposals

When a change in the Group's ownership interest in a subsidiary result in a loss of control over the subsidiary, the assets and liabilities of the subsidiary including any goodwill are derecognised. Amounts previously recognised in other comprehensive income in respect of that entity are also reclassified to profit or loss or transferred directly to retained earnings if required by a specific SFRS(I).

Any retained equity interest in the entity is remeasured at fair value. The difference between the carrying amount of the retained interest at the date when control is lost and its fair value is recognised in profit or loss.

3. Material accounting policy information (Continued)

(b) Group accounting (Continued)

Investments in subsidiaries

Investments in subsidiaries are carried at cost less accumulated impairment losses in the Company's statement of financial position. On disposal of such investments, the difference between disposal proceeds and the carrying amounts of the investments are recognised in profit or loss.

(c) Revenue recognition

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 amounts collected on behalf of third parties.

Revenue is recognised when the Group satisfies a performance obligation by transferring a promised 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 amount allocated to the satisfied performance obligation.

Construction and renovation contracts

For construction and renovation contracts and projects for constructing, manufacturing or developing an asset the customer value is created overtime during the contract period and it is accounted for as a single performance obligation that is satisfied over time. This is because the customer simultaneously receives and consumes the benefits of the entity's performance in processing each transaction as and when each transaction is processed; the performance creates or enhances an asset (for example, work in progress) that the customer controls as the asset is created or enhanced; or the performance does not create an asset with an alternative use to the entity and the entity has an enforceable right to payment for performance completed to date. The revenue is recognised over time by using the input method. For the input method the revenue is recognised based on the efforts or inputs to the satisfaction of a performance obligation such as costs incurred relative to the total expected inputs to the satisfaction of that performance obligation.

The customer is invoiced on a milestone payment schedule. If the value of the construction contract services transferred by the Group exceed the payments, a contract asset is recognised. If the payments exceed the value of the construction contract services transferred, a contract liability is recognised.

(d) Employee benefits

(i) Defined contribution plans

The Group makes 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.

(ii) Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

(e) Borrowing costs

All borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss in the period in which they are incurred.

3. Material accounting policy information (Continued)

(f) Income tax

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

Deferred income tax is recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profit or loss at the time of the transaction.

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

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

Deferred income tax is measured:

(i) at the tax rates that are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted by the reporting date; and

(ii) based on the tax consequence that will follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amounts of its assets and liabilities except for investment properties. Investment property measured at fair value is presumed to be recovered entirely through sale.

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

The Group accounts for investment tax credits similar to accounting for other tax credits where a deferred tax asset is recognised for unused tax credits to the extent that it is probable that future taxable profit will be available against which the unused tax credits can be utilised.

<u>Goods and Services Tax (“GST”)</u>

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

- where the GST incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the GST 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 GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position.

3. Material accounting policy information (Continued)

(g) 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 any accumulated depreciation and any accumulated impairment losses, if any. The cost of property, plant and equipment includes its purchase price and any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the matter intended by management. Dismantlement, removal or restoration costs are included as part of the cost of property, plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the property, plant and equipment.

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

Construction in process	- Not depreciated until the asset is ready for intended use
Office Space	- Over the lease period ranging from 3 to 6 years
Office equipment	- 2 to 10 years
Renovation	- 6 years

Assets under construction included in property, plant and equipment are not depreciated as these are not yet available for use.

The residual value, useful lives and depreciation method are reviewed at least at the end of each financial period, and adjusted prospectively, if appropriate.

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

(h) 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.

i. As lessee

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

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. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

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

3. Material accounting policy information (Continued)

(h) Leases (Continued)

i. As lessee (Continued)

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 and payments of penalties for terminating the lease, if the lease term reflects 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 (e.g. 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 asset.

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of machinery (i.e. 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 of office equipment 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.

(ii) As lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising from operating leases on the Group's investment properties is accounted for on a straight-line basis over the lease terms. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

(i) Goodwill

Goodwill on acquisitions of subsidiaries and businesses, represents the excess of (i) the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over (ii) the fair value of the identifiable net assets acquired. Goodwill on subsidiaries is recognised separately as intangible assets and carried at cost less accumulated impairment losses.

Goodwill on acquisitions of joint ventures and associates represents the excess of the cost of the acquisition over the Group's share of the fair value of the identifiable net assets acquired. Goodwill on associates and joint ventures is included in the carrying amount of the investments.

Gains and losses on the disposal of subsidiaries, joint ventures and associates include the carrying amount of goodwill relating to the entity sold.

3. Material accounting policy information (Continued)

(j) Intangible assets

An identifiable non-monetary asset without physical substance is recognised as an intangible asset at acquisition cost if it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the cost of the asset can be measured reliably. After initial recognition, an intangible asset with finite useful life is carried at cost less any accumulated amortisation and any accumulated impairment losses. An intangible asset with an indefinite useful life is not amortised. An intangible asset is regarded as having an indefinite useful life when, based on an analysis of all of the relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows for the entity.

The amortisable amount of an intangible asset with finite useful life is allocated on a systematic basis over the best estimate of its useful life from the point at which the asset is ready for use. The useful lives are as follows:

Order backlog – 2 years

Identifiable intangible assets acquired as part of a business combination are initially recognised separately from goodwill if the asset's fair value can be measured reliably, irrespective of whether the asset had been recognised by the acquiree before the business combination. An intangible asset is considered identifiable only if it is separable or if it arises from contractual or other legal rights, regardless of whether those rights are transferable or separable from the entity or from other rights and obligations.

(k) Impairment of non-financial assets

(i) Goodwill

Goodwill recognised separately as an intangible asset is tested for impairment annually and whenever there is indication that the goodwill may be impaired.

For the purpose of impairment testing of goodwill, goodwill is allocated to each of the Group's cash-generating-units ("CGU") expected to benefit from synergies arising from the business combination.

An impairment loss is recognised when the carrying amount of a CGU, including the goodwill, exceeds the recoverable amount of the CGU. The recoverable amount of a CGU is the higher of the CGU's fair value less cost to sell and value-in-use.

The total impairment loss of a CGU is allocated first to reduce the carrying amount of goodwill allocated to the CGU and then to the other assets of the CGU pro-rata on the basis of the carrying amount of each asset in the CGU.

An impairment loss on goodwill is recognised as an expense and is not reversed in a subsequent period.

(ii) Intangible assets, property, plant and equipment, right-of-use assets, investments in subsidiaries

Intangible assets, property, plant and equipment, right-of-use assets and investments in subsidiaries are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired.

For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash inflows that are largely independent of those from other assets. If this is the case, the recoverable amount is determined for the CGU to which the asset belongs.

If the recoverable amount of the asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount.

3. Material accounting policy information (Continued)

(k) Impairment of non-financial assets (Continued)

(ii) Intangible assets, property, plant and equipment, right-of-use assets, investments in subsidiaries (Continued)

The difference between the carrying amount and recoverable amount is recognised as an impairment loss in profit or loss, unless the asset is carried at revalued amount, in which case, such impairment loss is treated as a revaluation decrease. Please refer to the paragraph "Property, plant and equipment" for the treatment of a revaluation decrease.

For an asset other than goodwill, management assesses at the end of the reporting period whether there is any indication that an impairment recognised in prior periods may no longer exist or may have decreased. If any such indication exists, the recoverable amount of that asset is estimated and may result in a reversal of impairment loss. The carrying amount of this asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortisation or depreciation) had no impairment loss been recognised for the asset in prior years.

A reversal of impairment loss for an asset other than goodwill is recognised in profit or loss, unless the asset is carried at revalued amount, in which case, such reversal is treated as a revaluation increase. However, to the extent that an impairment loss on the same revalued asset was previously recognised as an expense, a reversal of that impairment is also recognised in profit or loss.

(l) 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 ("FVPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL 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

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 three measurement categories for classification of debt instruments are amortised cost, fair value through other comprehensive income ("FVOCI") and FVPL.

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 derecognised or impaired, and through the amortisation process.

3. Material accounting policy information (Continued)

(l) Financial assets (Continued)

Derecognition

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition 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 for debt instruments is recognised in profit or loss.

Impairment

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVPL. 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, 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 the economic environment which could affect debtors' ability to pay.

The Group considers a financial asset in default when contractual payments are 60 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.

(m) 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 FVPL, net of directly attributable transaction costs.

Subsequent measurement

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

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expired. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

3. Material accounting policy information (Continued)

(n) 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 period 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

Present obligations arising under onerous contracts are recognised and measured as provisions. An onerous contract is considered to exist where the Group has a contract under which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received under it.

Dismantlement, removal or restoration of property, plant and equipment

Provisions for asset dismantlement, removal or restoration are recognised when the Group has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amounts have been reliably estimated.

The Group recognises the estimated costs of dismantlement, removal or restoration of items of property, plant and equipment arising from the acquisition or use of assets. This provision is estimated based on the best estimate of the expenditure required to settle the obligation, taking into consideration time value of money.

Changes in the estimated timing or amount of the expenditure or discount rate for asset dismantlement, removal and restoration costs are adjusted against the cost of the related property, plant and equipment, unless the decrease in the liability exceeds the carrying amount of the asset or the asset has reached the end of its useful life. In such cases, the excess of the decrease over the carrying amount of the asset or the changes in the liability is recognised in profit or loss immediately.

(o) Segment reporting

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

(p) Cash and cash equivalents

Cash and cash equivalents comprise cash at banks which are subject to an insignificant risk of changes in value.

(q) Share capital

Proceeds from issuance of ordinary shares are recognised as share capital in equity. Incremental costs directly attributable to the issuance of ordinary shares are deducted against the share capital.

3. Material accounting policy information (Continued)

(r) Government grants

Government grants are recognised as a receivable when there is reasonable assurance that the grant will be received and all attached conditions will be complied with.

When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, the fair value is recognised as deferred income on the statement of financial position and is recognised as income in equal amounts over the expected useful life of the related asset.

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

(s) Foreign currency transactions and balances

Transactions in foreign currencies are measured in the functional currency of the Group 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 reporting date. 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.

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

4. Significant accounting judgements and estimates

The preparation of the Group's 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 are discussed below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

(a) Impairment of investments in subsidiaries

Where an investee is in net equity deficit and/or has suffered losses, a test is made whether the investment in the investee has suffered any impairment loss. This measurement requires significant judgement. An estimate is made of the future profitability of the investee, and the financial health of and near-term business outlook for the investee, including factors such as Industry and sector performance, and operational and financing cash flow. It is impracticable to disclose the extent of the possible effects. It is reasonably possible, based on existing knowledge, that outcomes within the next reporting year that are different from assumptions could require a material adjustment to the carrying amount of the asset or liability affected. The carrying amount of the specific asset or liability (or class of assets or liabilities) at the end of the reporting year affected by the assumption is disclosed in Note 16.

4. Significant accounting judgements and estimates (Continued)

(b) Impairment of goodwill

The Group has recognised an impairment charge on its goodwill of $4,048,000 during the financial year which resulted in the carrying amount of goodwill as at 31 December 2025 to reduce to $5,145,000, as disclosed in Note 14.

In performing the impairment assessment of the carrying amount of goodwill, the recoverable amount of the cash-generating unit ("CGU") in which goodwill is attributable to, are determined using value-in-use ("VIU") calculation.

Significant judgements are used to estimate the gross margin, growth rates and pre-tax discount rate applied in computing the recoverable amounts of the CGU. In making these estimates, management has relied on past performance, its expectations of market developments in Singapore, the industry trends for the building construction and design industry. Specific estimates are disclosed in Note 14.

(c) Accounting for construction and renovation contracts

The Group has revenue where the performance obligation is satisfied over time. Revenue is recognised over time by measuring the progress toward complete satisfaction of that performance obligation. A single method is applied consistently for measuring progress for each performance obligation satisfied over time. Judgment is required when measuring progress toward complete satisfaction of a performance obligation. Assessing the satisfaction of performance obligations over time requires judgment and the consideration of a few criteria that should be met to qualify such as whether the customer presently is obligated to pay for an asset, whether the customer has legal title, whether the entity has transferred physical possession of the asset, whether the customer has assumed the significant risks and rewards of ownership of the asset, and whether the customer has accepted the asset. Events and circumstances frequently do not occur as expected.

Even if the events anticipated under the assumptions occur, actual results are still likely to be different from the estimates since other anticipated events frequently do not occur as expected and the variation may be material. The related account balances at the end of the reporting year are disclosed in Notes 5 and 18 on revenue and contract assets and contract liabilities.

(d) Impairment of trade receivables and contract assets

The allowance for expected credit losses assessment requires a degree of estimation and judgement. It is based on the lifetime expected credit losses. Trade receivables and contract assets that are assessed not to be impaired individually are also assessed for impairment on a collective basis. In measuring the expected credit losses, the management considers all reasonable and supportable information such as the reporting entity's past experience at collecting receipts, any increase in the number of delayed receipts in the portfolio past the average credit period, and forward-looking information such as forecasts of future economic decisions.

The carrying amounts might change materially within the next reporting year but these changes may not arise from assumptions or other sources of estimation uncertainty at the end of the reporting year. The carrying amounts of trade receivables and contract assets at the end of the reporting year affected by the assumption are disclosed in Note 19 and Note 18 respectively.

5. Revenue

a) Revenue from contracts with customers:

	Group	
	2025	**2024**
	$'000	**$'000**
Recognised over time		
Revenue from construction contracts	7,641	7,717
Revenue from renovation contracts	525	1,382
	8,166	9,099

The long-term contracts vary between 1 to 3 years and are recognised over time by using the input method.

b) Revenue classified by duration of contracts:

	Group	
	2025	**2024**
	$'000	**$'000**
Long-term contracts - over 12 months	7,641	7,717
Short-term contracts - less than 12 months	525	1,382
	8,166	9,099

6A. Other income and gains

	Group	
	2025	**2024**
	$'000	**$'000**
Rental income	36	6
Consultancy fees [a]	–	240
Reimbursement from a sub-contractor [b]	–	188
Reversal of impairment loss of trade receivables (Note 19)	–	150
Reversal of provision for onerous contracts (Note 22(i))	–	46
Reversal of over accruals in prior year	31	90
Government grants	27	10
Others	15	37
	109	767

[a] Consultancy fees received with an ex-shareholder for professional services provide in project management and preliminary work-related arrangements.

[b] Reimbursement from a sub-contractor related to recovery of final claim on project fee settlement.

6B. Other losses

	Group	
	2025	2024
	$'000	$'000
Impairment of goodwill (Note 14)	4,048	–
Allowance for impairment on other receivables (Note 19)	131	–
Allowance for impairment on trade receivables (Note 19)	341	–
	4,520	–

7. Administrative expenses

The major components include the following:

	Group	
	2025	2024
	$'000	$'000
Employee benefits expenses (Note 8)	1,044	938
Depreciation of property, plant and equipment (Note 12)	170	169
Depreciation of right-of-use assets (Note 13)	120	225
Audit fees paid/ payable to auditor of the Company	123	118
Other fees paid/ payable to auditor of the Company	–	8
Referral fees expenses	4	23
SGX fees expenses	19	20
AGM expenses	22	27
Tax agent fees	24	27
Corporate secretarial fees	31	34
Professional fees for corporate exercise	70	60
Sponsor expenses	60	60
Independent directors' fees	120	118

8. Employee benefits expense

	Group	
	2025	2024
	$'000	$'000
Employee benefits expense	946	839
Contributions to defined contribution plan	98	99
	1,044	938

The employee benefits expense is charged under administrative expenses.

9. Finance costs

	Group 2025 $'000	Group 2024 $'000
Interest expense on bank loan	1	2
Interest on lease liabilities (Note 24)	14	20
Unwinding of discount on provision (Note 22(ii))	6	6
	21	28

10. Income tax credit

10A. Components of income tax credit recognised in profit or loss include:

	Group 2025 $'000	Group 2024 $'000
Deferred tax credit	–	(16)

The reconciliation of the income tax credit and the product of accounting profit/ (loss) multiplied by the Singapore statutory income tax rate is as follows:

	Group 2025 $'000	Group 2024 $'000
(Loss)/ Profit before tax	(5,478)	295
Tax at the statutory tax rate of 17% (2024: 17%)	(931)	50
Expenses not deductible for tax purpose	694	40
Income not subject to tax	(3)	(51)
Deferred tax assets not recognised	240	–
Utilisation of previously unrecognised tax losses	–	(51)
Others	–	(4)
	–	(16)

10. Income tax credit (Continued)

10B. Deferred tax balance in the statement of financial position:

Deferred income tax liabilities

	Accelerated tax depreciation $'000	Intangible assets $'000	Total $'000
At 1 January 2024	(119)	–	(119)
Credited to profit or loss	119	–	119
At 31 December 2024 and 31 December 2025	–	–	–

Deferred income tax assets

	Provisions $'000	Others $'000	Total $'000
At 1 January 2024	28	75	103
Credited/(charged) to profit or loss	(28)	(75)	(103)
At 31 December 2024 and 31 December 2025	–	–	–

Deferred income tax assets are recognised for tax losses and capital allowances carried forward to the extent that realisation of the related tax benefits through taxable profits is probable. The Company has unrecognised tax losses of $2,493,000 (2024: $1,712,000) and capital allowances of $390,000 (2024: $390,000) at the reporting date which can be carried forward and used to offset against future taxable income subject to meeting certain statutory requirements. The tax losses and capital allowances have no expiry date. There are also other unrecognised deductible temporary differences of $628,000 (2024: $Nil) as at reporting date.

11. (Loss)/ earnings per share

Basic (loss)/ earnings per share

Basic (loss)/ earnings per share is calculated by dividing the net (loss)/ profit attributable to equity holders of the Company by the weighted average number of ordinary shares outstanding during the financial year.

	2025	2024
Net (loss)/ profit attributable to equity holders of the Company ($'000)	(5,478)	311
Weighted average number of ordinary shares outstanding for basic earnings per share ('000)	214,916	214,636
Basic (loss)/earnings per share (cents per share)	(2.55)	0.14

There is no difference between the basic and diluted earnings/ (loss) per share.

12. Property, plant and equipment

Group	Construction in-progress $'000	Office equipment $'000	Renovation $'000	Total $'000
Cost				
At 1 January 2024	351	272	453	1,076
Additions	104	–	–	104
Reclassification	(455)	–	455	–
At 31 December 2024	–	272	908	1,180
Additions	–	1	–	1
At 31 December 2025	–	273	908	1,181
Accumulated depreciation				
At 1 January 2024	–	184	176	360
Depreciation for the year	–	43	126	169
At 31 December 2024	–	227	302	529
Depreciation for the year	–	19	151	170
At 31 December 2025	–	246	453	699
Net carrying amount				
At 31 December 2024	–	45	606	651
At 31 December 2025	–	27	455	482

Company	Office equipment $'000
Cost	
At 1 January 2024	–
Additions	3
At 31 December 2024	3
Additions	1
At 31 December 2025	4
Accumulated depreciation	
At 1 January 2024	1
Depreciation for the year	1
At 31 December 2024	2
Depreciation for the year	1
At 31 December 2025	3
Net carrying amount	
At 31 December 2024	1
At 31 December 2025	1

13. Right-of-use assets

The Group has lease contracts for office space and office equipment. These leases are for the purpose of back-end operation of the Group. The Group's obligations under these leases are secured by the lessor's title to the leased assets.

Group	**Office space**	**Office equipment**	**Total**
	$'000	**$'000**	**$'000**
Cost			
At 1 January 2024	1,203	11	1,214
Additions	–	10	10
Write-off	(133)	–	(133)
At 31 December 2024	1,070	21	1,091
Write-off	(368)	(11)	(379)
At 31 December 2025	702	10	712
Accumulated depreciation			
At 1 January 2024	691	8	699
Depreciation for the year	220	5	225
Write-off	(133)	–	(133)
At 31 December 2024	778	13	791
Depreciation for the year	117	3	120
Write-off	(368)	(11)	(379)
At 31 December 2025	527	5	532
Net carrying amount			
At 31 December 2024	292	8	300
At 31 December 2025	175	5	180

14. Goodwill

	Group	
	2025	**2024**
	$'000	**$'000**
Cost		
At beginning and end of the year	10,983	10,983
Accumulated impairment		
At the beginning of the year	1,790	1,790
Impairment charge (Note 6B)	4,048	–
At end of the year	5,838	1,790
At end of the year	5,145	9,193

14. Goodwill (Continued)

Impairment tests for goodwill

Goodwill is allocated to the Group's cash-generating unit ("CGU") identified according to business segments.

A segment-level summary of the goodwill allocation is as follows:

	2025 $'000	2024 $'000
Building construction and design	5,145	9,193

The recoverable amount of the CGU was determined based on value-in-use. Cash flow projections used in the value-in-use calculations were based on financial budgets approved by management covering a five-year period. Cash flows beyond the five-year period were extrapolated using the estimated growth rates stated below. The growth rate did not exceed the long-term average growth rate for the building construction and design business in which the CGU operates.

Key assumptions used for value-in-use calculations:	**Group 2025**	**Group 2024**
Gross profit margin	14.5%	17.5% - 18.0%
Long-term growth rate	2%	3%
Discount rate	9.78%	8.94%

Management determined budgeted gross margin based on past performance and its expectations of market developments. The weighted average growth rates used were consistent with forecasts included in industry reports. The discount rates used are pre-tax and reflected specific risks relating to the relevant segments.

An impairment charge of $4,048,000 (2024: $Nil) is included within "Other losses" in the statement of profit loss and other comprehensive income.

15. Intangible assets

Group	**Order backlog $'000**
Cost	
At 1 January 2024, 31 December 2024 and at 31 December 2025	1,365
Accumulated depreciation	
At 1 January 2024	455
Amortisation for the year	910
At 31 December 2024 and 31 December 2025	1,365
Net carrying amount	
At 31 December 2024	–
At 31 December 2025	–

The amortisation is included in administrative expenses.

16. Investments in subsidiaries

	Company	
	2025	**2024**
	$'000	**$'000**
Cost	12,000	12,000
Allowance for impairment	(7,367)	(1,095)
Carrying amount	4,633	10,905
Movement in allowance for impairment:		
At beginning of the year	1,095	1,095
Allowance for impairment	6,272	–
At end of the year	7,367	1,095

The subsidiaries are wholly owned by the Group.

During the financial year, the Company performed an assessment of the recoverable amounts of its investments in subsidiaries, following indicators of impairment arising from the subsidiaries' operating performance and cash flow position.

Based on management's assessment, an additional impairment loss of $6,272,000 (2024: $Nil) was recognised in profit or loss to write down the carrying amount of investment in subsidiaries to their estimated recoverable amounts.

Recoverable amounts were determined based on value-in-use. Cash flow projections used in the value-in-use calculations were based on financial budgets approved by management covering a five-year period. Cash flows beyond the five-year period were extrapolated using the estimated growth rates stated below. The growth rate did not exceed the long-term average growth rate for the building construction and design and interior design business in which the subsidiaries operate.

Key assumptions used for value-in-use calculations:	**Group**
	2025
Gross profit margin	14.5% - 22.0%
Long-term growth rate	2%
Discount rate	9.92%

Management determined budgeted gross margin based on past performance and its expectations of market developments. The weighted average growth rates used were consistent with forecasts included in industry reports. The discount rates used are pre-tax and reflected specific risks relating to the relevant segments.

16. Investments in subsidiaries (Continued)

The information on the subsidiaries are given below:

Name of subsidiaries	Country of business/ incorporation	Principal activities	Proportion (%) of ownership interest	
			2025 $'000	2024 $'000
Sevens Creation Pte. Ltd. [(1)]	Singapore	Management service	100	100
Held by Sevens Creation Pte Ltd				
Seven Build Pte. Ltd. [(1)]	Singapore	Building construction and interior design service	100	100
Seven Design Pte. Ltd. [(1)]	Singapore	Renovation and interior design service	100	100
Seven Meta Pte. Ltd. [(2)]	Singapore	Interior design service and development of software and application	100	100

(1) Audited by PKF-CAP LLP for FY2024 and for FY2025.

(2) Not audited as it is dormant. The unaudited management financial statements as at 31 December 2025 have been used for consolidation purposes.

17. Other assets

	Group		Company	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Prepayments	25	28	2	1
Deposits to secure services	85	37	8	–
	110	65	10	1

18. Contract assets and contract liabilities

	Group	
	2025 $'000	2024 $'000
Contract assets	445	574
Contract liabilities	(1,002)	(655)
	(557)	(81)

The contract assets are for the entity's rights to consideration for work completed but not billed at the reporting date on the contracts. The contract assets are transferred to the receivables when the rights become unconditional.

The contract liabilities primarily relate to the advance consideration received from customers. The entity recognises revenue for each respective performance obligation when control of the product or service transfers to the customer.

18. Contract assets and contract liabilities (Continued)

The movement in net contract asset and liabilities are as follows:

	Group	
	2025	**2024**
	$'000	**$'000**
At beginning of the year	(81)	(3,358)
Consideration received or receivable	(8,642)	(5,822)
Performance obligation satisfied - revenue recognised	8,166	9,099
At the end of the year	(557)	(81)

Contract assets are subject to the expected credit loss model under the SFRS(I) 9 on financial instruments. No loss allowance is necessary.

Set out below is the amount of revenue recognised from:

	Group	
	2025	**2024**
	$'000	**$'000**
Amounts included in contract liabilities at the beginning of the year	655	3,521

Unsatisfied Performance Obligation

Management expects that the transaction price allocated to remaining unsatisfied performance obligation as at 31 December 2025 and 2024 may be recognised as revenue in the next reporting periods as follows:

	2025	**2026**	**2027**	**Total**
	$'000	**$'000**	**$'000**	**$'000**
Unsatisfied and partially unsatisfied performance obligations as at:				
31 December 2024	8,076	3,873	199	12,148
31 December 2025	–	5,356	2,706	8,062

19. Trade and other receivables

	Group 2025 $'000	Group 2024 $'000	Company 2025 $'000	Company 2024 $'000
Trade receivables:				
Outside parties	871	1,204	–	–
Less allowance for impairment	(341)	(15)	–	–
	530	1,189	–	–
Other receivables:				
Subsidiaries	–	–	12	–
Outside parties [(a)]	131	284	–	–
Less allowance for impairment	(131)	–	–	–
	–	284	12	–
Total trade and other receivables	530	1,473	12	–

[(a)] Included in the above are other receivable of $131,000 (2024: $284,000) due from an entity that is controlled by an ex-shareholder of the acquired subsidiaries. As at end of the financial year, allowance for impairment loss of the other receivable amounted to $131,000 (2024: $Nil).

The non-trade amounts due from subsidiaries are unsecured, interest-free and repayable on demand.

Movements in trade receivables allowance:

	Group 2025 $'000	Group 2024 $'000	Company 2025 $'000	Company 2024 $'000
At beginning of year	15	165	–	–
Provision for expected credit loss (Note 6B)	341	–	–	–
Reversal (Note 6A)	–	(150)	–	–
Utilisation	(15)	–	–	–
At the end of year	341	15	–	–

Movements in other receivables allowance:

	Group 2025 $'000	Group 2024 $'000	Company 2025 $'000	Company 2024 $'000
At beginning of year	–	318	–	–
Provision for expected credit loss (Note 6B)	131	–	–	–
Utilisation	–	(318)	–	–
At end of the year	131	–	–	–

19. Trade and other receivables (Continued)

(a) Ageing analysis of all receivables balances as at the end of reporting year:

	Current $'000	1 to 30 days $'000	31 to 60 days $'000	61 to 90 days $'000	91 to 120 days $'000	Over 120 days $'000	Total $'000
31 December 2025							
Gross carrying amount - Trade receivables	494	28	8	–	–	341	871
Gross carrying amount - Other receivables	131	–	–	–	–	–	131
Loss allowance	(131)	–	–	–	–	(341)	(472)
31 December 2024							
Gross carrying amount - Trade receivables	412	347	279	–	–	166	1,204
Gross carrying amount - Other receivables	284	–	–	–	–	–	284
Loss allowance	–	–	–	–	–	(15)	(15)

20. Cash and cash equivalents

	Group		Company	
	2025 $'000	2024 $'000	2025 $'000	2024 $'000
Cash at banks	656	380	50	72

The interest earning balances are not significant.

21. Share capital

	Group and Company			
	2025		2024	
	Number of ordinary shares	$'000	Number of ordinary shares	$'000
Ordinary shares issued and fully paid				
Beginning of financial year	214,916	15,390	214,202	15,300
Shares issued	–	–	714	90
End of financial year	214,916	15,390	214,916	15,390

All issued ordinary shares are fully paid. There is no par value for these ordinary shares.

Fully paid ordinary shares carry one vote per share and carry a right to dividends as and when declared by the Company.

On 30 April 2024, the Company entered into a share subscription agreement with individual who is not related to the Group to raise $90,000 by way of issuing 714,285 of new ordinary shares in the capital of the Company ("the subscription exercise") for general working capital purposes. The subscription exercise was completed on 20 May 2024.

22. Provisions

	Group 2025 $'000	Group 2024 $'000
Provision for onerous contracts (i)	–	–
Provision for dismantling and removing (ii)	114	108
	114	108

(i) Provision for onerous contracts

	Group 2025 $'000	Group 2024 $'000
At beginning of the year	–	46
Reversal (Note 6A)	–	(46)
At end of the year	–	–

Provision for onerous contracts are recorded in respect of certain construction contracts for which the estimated unavoidable costs to meet contractual obligations are expected to exceed the economic benefits to be received under it. As a result of the reassessment in 2025, the provision for onerous contracts was no longer required upon the successful completion of the projects.

(ii) Provision for dismantling and removing

	Group 2025 $'000	Group 2024 $'000
At beginning of the year	108	102
Unwinding of discount (Note 9)	6	6
At end of the year	114	108

The provision is based on the present value of costs to be incurred to remove the leasehold improvements from leased property based on quotations. The unexpired terms range is 6 years.

23. Other financial liabilities

	Group 2025 $'000	Group 2024 $'000
Non-current:		
Bank loan	–	9
Current:		
Bank loan	9	52
Total	9	61

23. Other financial liabilities (Continued)

The bank loan bears fixed interest rates as follows:

	Group	
	2025	**2024**
	%	**%**
Bank loan	2.5	2.5

Bank loan is repayable by equal monthly instalments over 5 years from March 2021.

24. Lease liabilities

	Group	
	2025	**2024**
	$'000	**$'000**
Lease liabilities - current	133	126
Lease liabilities - non-current	68	201
	201	327

	Group	
	2025	**2024**
	$'000	**$'000**
Amounts recognised in profit or loss		
Depreciation of right-of-use assets (Note 7)	120	225
Interest expense on lease liabilities (Note 9)	14	20

The Group had total cash outflows for leases of $140,000 (2024: $154,000).

The Group has lease contract that include extension option. This option is negotiated by management to provide flexibility in managing the leased-asset portfolio and align with the Group's business need. Management exercise significant judgement in determining whether these extension options are reasonably certain to be exercised.

The weighted average incremental borrowing rate applies to the lease liabilities recognised are at 5.25% (2024: 5.25%) per year.

Company as a lessor

The Company has entered into operating lease agreement of the office from 1 December 2024 to 30 June 2027.

Rental income is recognised in profit or loss within "Other income and gains".

The future minimum rental receivable under non-cancellable operating leases contracted for at the reporting period are as follows:

	Group	
	2025	**2024**
	$'000	**$'000**
Not later than one year	36	36
Later than one year but not later than five years	18	54
	54	90

24. Lease liabilities (Continued)

Reconciliation of liabilities arising from financing activities:

	1 January 2025 $'000	Principal and interest payments $'000	Non-cash changes: Addition $'000	Non-cash changes: Interest expense (Note 9) $'000	31 December 2025 $'000
Bank loan	61	(53)	–	1	9
Leases liabilities	327	(140)	–	14	201

	1 January 2024 $'000	Principal and interest payments $'000	Non-cash changes: Addition $'000	Non-cash changes: Interest expense (Note 9) $'000	31 December 2024 $'000
Bank loan	112	(53)	–	2	61
Leases liabilities	451	(154)	10	20	327

25. Trade and other payables

	Group 2025 $'000	Group 2024 $'000	Company 2025 $'000	Company 2024 $'000
Trade payables				
Outside parties	2,866	3,187	161	87
Retention payable	734	785	–	–
Accrued liabilities	927	340	264	253
	4,527	4,312	425	340
Other payables:				
Subsidiaries	–	–	1,508	1,092
Total trade and other payables	4,527	4,312	1,933	1,432

Amounts due to subsidiaries are unsecured, non-interest bearing and repayable on demand.

26. Contingent liabilities

	Company 2025 $'000	Company 2024 $'000
Undertaking to support subsidiaries with deficits [a]	–	139

[a] Undertaking to support subsidiaries with deficits - The Company has undertaken to provide continued financial support to certain of its subsidiaries which had net capital deficit at the end of the reporting year.

A 100% owned subsidiary of the Group, Sevens Build Pte. Ltd., is involved in legal proceedings with a counterparty in relation to a contractual dispute. Sevens Build Pte. Ltd. is pursuing a claim for outstanding sums of S$116,100 and is also defending a counterclaim relating to alleged workmanship issues and liquidated damages. The matter is currently under mediation.

26. Contingent liabilities (Continued)

The counterclaim has not been fully quantified, and any damages, if any, remain to be assessed. Based on legal advice received, management is of the view that Sevens Build Pte. Ltd. has a reasonable basis to support its claim and to defend against the counterclaim. In light of the current stage of the matter and the uncertainties inherent in the mediation and legal process, the financial effect of the counterclaim, if any, cannot presently be determined with sufficient reliability. Accordingly, no provision has been recognised in these financial statements

27. Significant related party transactions

There are transactions and arrangements between the reporting entity and related parties and the effects of these on the basis determined between the parties are reflected in these financial statements. The related party balances and transfer of resources, services or obligations if any are unsecured, without fixed repayment terms and interest or charge unless stated otherwise.

Intragroup transactions and balances that have been eliminated in these consolidated financial statements are not disclosed as related party transactions and balances.

Key management compensation

	Group	
	2025	2024
	$'000	$'000
Salaries and other short-term employee benefits	346	470
Contributions to defined contribution plan	44	57
	390	527

28. Capital management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for its shareholder and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

The Group monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital plus net debt. Net debt is calculated as total borrowings (including trade and other payables, lease liabilities, trade and other payables as shown in the consolidated statement of financial position) less cash and cash equivalents. Total capital is calculated as total equity, as shown in the consolidated statement of financial position.

	Group	
	2025	2024
	$'000	$'000
Trade and other payables	4,527	4,312
Lease liabilities	201	327
Other financial liabilities	9	61
Less: cash and cash equivalents	(656)	(380)
Net debt	4,081	4,320
Equity attributable to equity holders of the Company	1,695	7,173
Capital and net debt	5,776	11,493
Gearing ratio	71%	38%

29. Financial information by operating segments

29A. Information about reportable segment profit or loss, assets and liabilities

The Group has two primary strategic operating segments – (1) building, construction and design; and (2) renovation and interior design. The results of all other activities, mainly investment holding and the provision of management services to its subsidiaries, are included in the "Others" segment. Such a structural organisation is determined by the nature of the risks and returns associated with each business segment and defines the management structure as well as the internal reporting system.

These segments represent the basis on which primary segment information is reported and evaluated regularly by the Chief Operating Decision Maker ("CODM"), identified as the Group Operations Director, for the purposes of resource allocation and assessment of segment performance. The segments are managed separately as each business requires different operating strategies.

The management reporting system evaluates performance based on a number of factors. However, the primary measure used to assess a segment's operating results is gross profit.

The following tables illustrate the information about the reportable segment profit or loss, assets and liabilities.

29B. Profit or loss from operating segments and reconciliations

	Building construction and design		Renovation and interior design		Others		Group	
	2025	2024	2025	2024	2025	2024	2025	2024
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Revenue by segment								
External revenue	7,641	7,717	525	1,382	–	–	8,166	9,099
Cost of sales	(6,836)	(6,323)	(398)	(990)	–		(7,234)	(7,313)
Gross profit	805	1,394	127	392	–	–	932	1,786
Finance costs	(20)	(26)	(1)	(2)	–	–	(21)	(28)
Depreciation of property, plant and equipment	(169)	(168)	–	–	(1)	(1)	(170)	(169)
Depreciation of right-of-use assets	(120)	(122)	–	–	–	(103)	(120)	(225)
Employee benefits expenses	(409)	(327)	(158)	(138)	(477)	(473)	(1,044)	(938)
Other losses								
- Allowance for impairment of trade receivables	(341)	–	–	–	–	–	(341)	–
- Allowance for impairment of other receivables	(131)	–	–	–	–	–	(131)	–
Impairment of goodwill	(4,048)	–	–	–	–	–	(4,048)	–
Unallocated corporate expenses	–	–	–	–	(644)	(898)	(644)	(898)
Other income and gains	65	705	9	10	35	52	109	767
(Loss)/ Profit before tax	(4,368)	1,456	(23)	262	(1,087)	(1,423)	(5,478)	295
Income tax credit	–	–	–	–	–	16	–	16
(Loss)/ Profit for the year	(4,368)	1,456	(23)	262	(1,087)	(1,407)	(5,478)	311

29. Financial Information by operating segment (Continued)

29C. Assets, liabilities and reconciliations

	Building construction and design		Renovation and interior design		Others		Group	
	2025	2024	2025	2024	2025	2024	2025	2024
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Segment assets	4,886	5,421	185	98	2,477	7,117	7,548	12,636
Addition to:								
- Property, plant and equipment	1	104	–	–	–	–	1	104
Segment liabilities	5,254	4,967	411	229	188	267	5,853	5,463

29D. Revenue from major products and services

Revenue from external customers are derived mainly from the building constructions, design and renovation and interior design. The breakdown of the Group's revenue by products and services is provided under Note 5.

All of the Group's business segments operate in Singapore.

During the financial year, revenue from two (FY2024: three) major external customers amounted in aggregate to approximately 63% (FY2024: 41%) of the Group's total revenue for the year. Revenue from each of these customers individually exceeded 10% of the Group's total revenue. Such revenue is attributable to the Group's construction, design and renovation operating segment.

30. Financial risk management

The Group's activities expose it to interest rate risk, credit risk and liquidity risk arising in the normal course of the Group's business. The Group's overall risk management strategy seeks to minimise potential adverse effects from the unpredictability of financial markets on the Group's financial performance.

The Audit Committee oversees how management monitors compliance with the Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. Risk management is carried out by the Group's executive management.

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

There has been no change to the Group's exposure to these financial risks or the manner in which it manages and measures the risks.

(a) Interest rate risk

Interest rate risk arises on interest-bearing financial instruments. The interest from financial assets is not material. Interest rate risk arises on interest-bearing financial instruments.

The Group has insignificant interest rate risk as all the interest-bearing financial liabilities are at fixed rates.

30. Financial risk management (Continued)

(b) Credit risk

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in a loss to the Group. The Group's exposure to credit risk arises primarily from trade and other receivables and contract assets. For other financial assets (including cash), the Group minimises credit risk by dealing exclusively with high credit rating counterparties.

The Group has adopted a policy of only dealing with creditworthy counterparties. The Group performs ongoing credit evaluation of its counterparties' financial condition and generally do not require a collateral.

The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period.

The Group has determined the default event on a financial asset to be when internal and/or external information indicates that the financial asset is unlikely to be received, which could include default of contractual payments due or there is significant difficulty of the counterparty.

The Group categorises a receivable for potential write-off when a debtor fails to make contractual payments more than 120 days past due. Financial assets are written off when there is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery.

Trade receivables

For trade receivables, the Group has applied the simplified approach in SFRS(I) 9 to measure the loss allowance at lifetime ECLs. The Group determines the ECLs by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions. Accordingly, the credit risk profile of trade receivables is presented based on their past due status in terms of the provision matrix.

Information regarding loss allowance movement of trade receivables is disclosed in Note 19.

Exposure to credit risk

The Group has credit policies and procedures in place to minimise and mitigate its credit risk exposure.

For the few customers with large balances the credit risk is graded individually. For these large balances, at the end of the reporting year a loss allowance is recognised if there has been a significant increase in credit risk since initial recognition. At every reporting date the historical observed default rates are updated and changes in the forward looking estimates are analysed.

At the end of the reporting year, 92% (2024: 96%) of the Group's trade receivables were due from two (2024: three) major customers.

As part of the process of setting customer credit limits, different credit terms are used. The average credit period generally granted to trade receivable customers is about 7 to 30 days (2024: 7 to 30 days), but some customers take a longer period to settle the amounts.

Other receivables

The Group assessed the latest performance and financial position of the counterparties, adjusted for the future outlook of the industry in which the counterparties operate in, and concluded that there has been no significant increase in the credit risk since the initial recognition of the financial assets.

30. Financial risk management (Continued)

(c) Liquidity risk

Liquidity risk refers to the difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. It is expected that all the liabilities will be paid at their contractual maturity. The average credit period taken to settle trade payables is about 60 days (2024: 60 days). The other payables are with short-term durations. The classification of the financial assets is shown in the statement of financial position as they may be available to meet liquidity needs and no further analysis is deemed necessary.

Analysis of financial instruments by remaining contractual maturities

The table below summaries the maturity profile of the Group's and the Company's financial liabilities at the reporting date based on contractual undiscounted repayment obligations.

	Carrying amount	**Contractual cash flows**	**One year or less**	**One to five years**
	$'000	**$'000**	**$'000**	**$'000**
Group				
2025				
Financial liabilities:				
Other financial liabilities	9	10	10	–
Lease liabilities	201	210	140	70
Trade and other payables	4,527	4,527	4,527	–
Total undiscounted financial liabilities	4,737	4,747	4,677	70
2024				
Financial liabilities:				
Other financial liabilities	61	62	53	9
Lease liabilities	327	350	140	210
Trade and other payables	4,312	4,312	4,312	–
Total undiscounted financial liabilities	4,700	4,724	4,505	219
Company				
2025				
Financial liabilities:				
Trade and other payables	1,933	1,933	1,933	–
2024				
Financial liabilities:				
Trade and other payables	1,432	1,432	1,432	–

The undiscounted amounts on the borrowings with fixed and floating interest rates are determined by reference to the conditions existing at the reporting date.

31. Fair value of assets and liabilities

The fair value of current financial assets and liabilities at amortised cost approximate to their carrying amounts due to the short term to maturity.

32. Categories of financial assets and liabilities

The carrying amounts of the different categories of financial instruments are as follows:

	Group		Company	
	2025	**2024**	**2025**	**2024**
	$'000	**$'000**	**$'000**	**$'000**
Financial assets:				
Other assets	85	37	8	–
Trade and other receivables	530	1,473	12	–
Cash and cash equivalents	656	380	50	72
Financial assets at amortised cost	1,271	1,890	70	72
Financial liabilities:				
Other financial liabilities	9	61		–
Lease liabilities	201	327		–
Trade and other payables	4,527	4,312	1,933	1,432
Financial liabilities at amortised cost	4,737	4,700	1,933	1,432

33. Assistance in investigation by the Commercial Affairs Department ("CAD") and the Monetary Authority of Singapore

In the latter part of 2023, the Company received an Order under Section 20 of the Criminal Procedure Code 2010 from the Commercial Affairs Department ("CAD") and the Monetary Authority of Singapore ("MAS") to furnish specified documents and information in connection with an investigation relating to a potential offence under the Securities and Futures Act 2001.

The requested materials included emails and attachments from the corporate accounts of Mr. Richard Koh Chye Heng (former Executive Chairman & Chief Executive Officer), Ms. Lim Xiu Fang Vanessa (Executive Director), and Mr. Tang Yao Zhi (Group Operations Director). Supporting documentation related to prior corporate announcements was also sought, covering matters such as (i) the appointment of a new controlling shareholder, (ii) the appointment of an Executive Director, and (iii) proposed corporate actions including diversification, acquisitions, disposals, and a name change.

In subsequent communications with the Singapore Exchange Limited ("SGX"), the Company clarified that no other board directors or employees were notified to assist in the investigation. The Company further confirmed that the CAD/ MAS letter did not identify the subject of the investigation and, to its knowledge, no charges have been brought against any Board members or executives, including Ms. Lim Xiu Fang Vanessa and Mr. Tang Yao Zhi. As of the date of this annual report, there have been no material updates or developments regarding the investigation, and the Company continues to cooperate fully with the authorities.

34. Authorisation of financial statements for issue

The financial statements for the financial year ended 31 December 2025 were authorised for issue in accordance with a resolution of the Board of Directors of Sevens Atelier Limited on 10 April 2026.

STATISTIC OF SHAREHOLDINGS

As at 17 March 2026

NUMBER OF SHARES	:	214,916,321
CLASS OF SHARES	:	ORDINARY SHARES
VOTING RIGHTS	:	ONE VOTE FOR EACH ORDINARY SHARE
NUMBER OF TREASURY SHARES AND SUBSIDIARY HOLDINGS HELD	:	NIL

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 - 99	12	1.36	191	0.00
100 - 1,000	331	37.49	319,868	0.15
1,001 - 10,000	334	37.82	1,680,432	0.78
10,001 - 1,000,000	193	21.86	17,327,605	8.06
1,000,001 & ABOVE	13	1.47	195,588,225	91.01
TOTAL	883	100.00	214,916,321	100.00

TOP TWENTY SHAREHOLDERS AS AT 17 MARCH 2026	NO. OF SHARES	%
LIM WEI ZHI SYLVESTER	56,000,000	26.06
LEE TECK	31,818,000	14.80
WONG ZHI WEI (HUANG ZHI WEI)	29,391,500	13.68
LIM MUI LENG	27,273,000	12.69
PONG CHOON KWANG	14,053,000	6.54
CEDRIC YAP KUN HAO	10,596,000	4.93
TANG LENA (CHEN LENA)	8,772,800	4.08
TAN SOO KIA	6,602,000	3.07
PHILLIP SECURITIES PTE LTD	4,832,459	2.25
DBS NOMINEES PTE LTD	1,876,066	0.87
MAYBANK SECURITIES PTE. LTD.	1,713,100	0.80
GOH SZE YONG (WU SIRONG)	1,420,000	0.66
LING THIAM POH	1,240,300	0.58
LIM HOCK CHAU	979,000	0.46
BNP PARIBAS NOMINEES SINGAPORE PTE LTD	948,000	0.44
KOH CHIN SAN JEREMY	907,000	0.42
TANG YAO ZHI (CHEN YAOZHI)	753,700	0.35
CHAN XIN AN	751,700	0.35
HUANG GANG	714,285	0.33
TIGER BROKERS (SINGAPORE) PTE. LTD.	573,900	0.27
	201,215,810	93.63

STATISTIC OF SHAREHOLDINGS

As at 17 March 2026

	DIRECT INTEREST		DEEMED INTEREST	
SUBSTANTIAL SHAREHOLDERS	**NO. OF SHARES**	**%**	**NO. OF SHARES**	**%**
LIM WEI ZHI SYLVESTER	56,000,000	26.06	–	–
LEE TECK	31,818,000	14.80	–	–
WONG ZHI WEI (HUANG ZHI WEI)	29,391,500	13.68	–	–
LIM MUI LENG	27,273,000	12.69	–	–
PONG CHOON KWANG	14,053,000	6.54	–	–

PERCENTAGE OF SHAREHOLDING HELD BY THE PUBLIC

As at 17 March 2026, approximately 26% of the issued ordinary shares of the Company are held by the public. Accordingly, Rule 723 of the Listing Manual Section B : Rules of the Catalist issued by SGX-ST has therefore been complied with.

NOTICE IS HEREBY GIVEN that the Annual General Meeting ("**AGM**") of Sevens Atelier Limited (the "**Company**") will be held at 2 Tanjong Katong Road #05-01 Paya Lebar Quarter 3 Singapore 437161, on Tuesday, 28 April 2026 at 4:00 p.m., for the following purposes:

AS ORDINARY BUSINESS

1. To receive and adopt the Directors' Statement and Audited Consolidated Financial Statements of the Company and its subsidiaries for the financial year ended 31 December 2025 together with the Independent Auditors' Report thereon. **(Resolution 1)**

2. To re-elect Ms Lim Xiu Fang, Vanessa, who is retiring pursuant to Regulation 101 of the Constitution of the Company, as director of the Company. **(Resolution 2)**

   (See Explanatory Note (i))

3. To re-elect Mr Tan Yew Heng, Terrence, who is retiring pursuant to Regulation 101 of the Constitution of the Company, as director of the Company **(Resolution 3)**

   (See Explanatory Note (ii))

4. To approve Directors' fees of S$108,000 for the financial year ending 31 December 2026 (FY2025: S$120,000). **(Resolution 4)**

5. To re-appoint Messrs PKF-CAP LLP, as the Auditors of the Company to hold office until the conclusion of the next annual general meeting of the Company and to authorise the Directors to fix their remuneration. **(Resolution 5)**

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

AS SPECIAL BUSINESS

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

7. **Authority for Directors to allot and issue shares and convertible securities** **(Resolution 6)**

   That pursuant to Section 161 of the Companies Act 1967 ("**Companies Act**") and Rule 806 of the Singapore Exchange Securities Trading Limited ("**SGX-ST**") Listing Manual (Section B: Rules of Catalist) ("**Catalist Rules**") and notwithstanding the provisions of the Constitution of the Company, authority be and is hereby given to the Directors of the Company (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) 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 Ordinary Resolution may have ceased to be in force) issue Shares in pursuance of any Instrument made or granted by the Directors while this Ordinary Resolution was in force, provided that:

(i) the aggregate number of Shares to be issued pursuant to this Ordinary Resolution (including Shares to be issued in pursuance of Instruments made or granted pursuant to this Ordinary Resolution) does not exceed 100% of the total number of issued shares in the capital of the Company excluding treasury shares and subsidiary holdings (as calculated in accordance with sub paragraph (ii) below), of which the aggregate number of Shares to be issued other than on a pro rata basis to shareholders of the Company (including Shares to be issued in pursuance of Instruments made or granted pursuant to this Ordinary Resolution) does not exceed 50% of the total number of issued shares in the capital of the Company excluding treasury shares and subsidiary holdings (as calculated in accordance with sub-paragraph (ii) below);

(ii) (subject to such calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of Shares that may be issued under sub-paragraph (i) above, the percentage of issued shares shall be based on the total number of issued shares in the capital of the Company excluding treasury shares and subsidiary holdings at the time of passing of this Ordinary Resolution, after adjusting for:

(1) new Shares arising from the conversion or exercise of any convertible securities;

(2) (where applicable) new Shares arising from exercise of share options or vesting of share awards which are outstanding or subsisting at the time of passing of this Resolution, provided the options or awards were granted in compliance with Part VIII of Chapter 8 of the Catalist Rules; and

(3) any subsequent bonus issue, consolidation or subdivision of Shares

any adjustments made in accordance with (b)(ii)(1) or (b)(ii)(2) above are only to be made in respect of new shares arising from convertible securities, share options or share awards which were issued and outstanding or subsisting at the time this Resolution is passed;

(iii) 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) and the Constitution for the time being of the Company; and

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

(See Explanatory Note (iii))

BY ORDER OF THE BOARD

Lawrence Chen Tse Chau
Independent Director and Non-Executive Chairman

Date: 10 April 2026
Singapore

Explanatory Notes:

(i) Ms Lim Xiu Fang, Vanessa ("**Ms Lim**") will, upon re-election, remain as an Executive Director of the Company.

Ms Lim is the sister of Mr Lim Wei Zhi, Sylvester, who is the controlling shareholder of the Company.

The detailed information of Ms Lim can be found under "Board of Directors" and "Corporate Governance Statement" in the Company's Annual Report 2025.

(ii) Mr Tan Yew Heng, Terrence ("**Mr Tan**") will, upon re-election, remain as an Independent Director, the Chairman of the RC and a member of the AC and the NC. Mr Tan is considered independent for the purpose of Rule 704(7) of the Catalist Rules. There are no relationships (including immediate family relationships) between Mr Tan and the other Directors of the Company, the Company, its related corporations, its substantial shareholders or its officers, which may affect his independence.

The detailed information of Mr Tan can be found under "Board of Directors" and "Corporate Governance Statement" in the Company's Annual Report 2025.

(iii) The Ordinary Resolution 6 proposed in item 7 above, if passed, is to empower the Directors to issue shares in the capital of the Company and/or instruments (as defined above). The aggregate number of shares to be issued pursuant to this Resolution 6 (including shares to be issued in pursuance of instruments made or granted) shall not exceed one hundred per cent. (100%) of the total number of issued shares excluding treasury shares and subsidiary holdings of the Company, with a sub-limit of fifty per cent. (50%) for shares issued other than on a pro-rata basis (including shares to be issued in pursuance of instruments made or granted pursuant to this Resolution). For the purpose of determining the aggregate number of shares that may be issued, the percentage of the total number of issued shares excluding treasury shares and subsidiary holdings of the Company will be calculated based on the total number of issued shares excluding treasury shares and subsidiary holdings of the Company at the time of the passing of this Resolution 6, after adjusting for (i) new shares arising from the conversion or exercise of any convertible securities; (ii) new shares arising from exercise of share options or vesting of share awards outstanding or subsisting at the time of the passing of this Resolution 6, provided the options or awards 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.

IMPORTANT NOTICE FOR SHAREHOLDERS:

1. The Company's AGM is being convened, and will be held, in a wholly physical format, at 2 Tanjong Katong Road #05-01 Paya Lebar Quarter 3 Singapore 437161, on Tuesday, 28 April 2026 at 4:00 p.m.. **There will be no option for members to participate in the AGM virtually.**

   The Annual Report, Notice of AGM and the accompanying proxy form will be made available on the Company's website at https://www.sevensatelier.com and on the SGXNet at https://www.sgx.com/securities/company-announcements. A member will need an internet browser and PDF reader to view these documents. Printed copies of this Notice of AGM and the accompanying proxy form will be sent to members via post.

   Printed copy of the Annual Report will NOT be sent to members. A member who wishes to obtain a printed copy of the Annual Report should request the same via email to enquiry@sevensatelier.com no later than 4:00 p.m. on 17 April 2026 and provide his/her/its full name as per CDP/CPF/SRS records, NRIC/Passport Number/Company Registration Number, mailing address and the manner in which shares are held (e.g. via CDP, CPF or SRS, or physical script(s)) in the email. Failing which the request will not be processed.

2. Members (including Central Provident Fund ("**CPF**") Investment Scheme members ("**CPF Investors**") and/or Supplementary Retirement Scheme investors ("**SRS Investors**")) may participate in the AGM by:

   a. attending the AGM in person;

   b. raising questions at the AGM or submitting questions in advance of the AGM; and/or

   c. voting at the AGM (i) themselves personally; or (ii) through their duly appointed proxy(ies).

   CPF Investors and SRS Investors who wish to appoint the Chairman of the AGM (and not third-party proxy(ies)) as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 4:00 p.m. on 17 April 2026, being not less than seven (7) working days prior to the date of the AGM. Please bring along your NRIC/passport so as to enable the Company to verify your identity. Members are requested to arrive early to facilitate the registration process.

3. Members are encouraged to submit questions relating to the resolution to be tabled for approval at the AGM in advance in the following manner:

   (a) if submitted by post, to the Company's office at 31 Joo Chiat Place Singapore 427755, attention to SAL AGM; or

   (b) if submitted electronically, by email to enquiry@sevensatelier.com.

   All questions for the AGM must be submitted by 4:00 p.m. on 17 April 2026. After the cut-off time for the submission of questions, any subsequent clarifications sought or follow-up questions will be addressed at the AGM.

   Members will need to identify themselves when posing questions by email or by post by providing the following details:

   - the member's full name (for individuals)/company name (for corporations) as it appears on his/her/its CDP/CPF/SRS share records;

   - the member's NRIC/Passport/UEN number;

   - the member's contact number and email address; and

   - the manner in which the member holds his/her/its Shares in the Company (e.g. via CDP, CPF or SRS or physical script(s)).

   The Company will endeavour to address all substantial and relevant questions submitted in advance of the AGM by publishing the responses to such questions on SGXNet and the Company's website at https://www.sevensatelier.com/investor-relations/, by 4:00 p.m. on 23 April 2026 (being not less than forty-eight (48) hours prior to the closing date and time for the lodgment of the proxy forms).

   Where substantial relevant questions submitted by Shareholders are unable to be addressed prior to the AGM, the Company will address them during the AGM. The Company shall only address relevant and substantial questions (as may be determined by the Company in its sole discretion) received. The Company will publish the minutes of the AGM on SGXNET and the Company's website at https://www.sevensatelier.com/investor-relations/ within one (1) month from the date of the AGM. The minutes would include the responses to the substantial and relevant questions addressed at the AGM.

4. A member who is not a Relevant Intermediary (as defined in Section 181 of the Companies Act) is entitled to appoint not more than two (2) proxies to attend, speak and vote on his/her/its behalf at the AGM. A member of the Company which is a corporation is entitled to appoint its authorised representative or proxy to vote on its behalf. Where such member appoints two (2) proxies, the proportion of his/her/its shareholding to be represented by each proxy shall be specified. If no proportion is specified, the Company shall be entitled to treat the first named proxy as representing the entire number of shares entered against his/her/its name in the Depository Register and any second named proxy as an alternate to the first named.

   A member who is a Relevant Intermediary is entitled to appoint more than two (2) proxies to attend, speak and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member appoints more than two (2) proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the form of proxy.

   "**Relevant Intermediary**" has the meaning prescribed to it in Section 181 of the Companies Act:

   a. a banking corporation licensed under the Banking Act 1970 or a wholly-owned subsidiary of such a banking corporation, whose business includes the provision of nominee services and who holds shares in that capacity;

   b. a person holding a capital markets services licence holder to provide custodial services under the Securities and Futures Act 2001 and who holds shares in that capacity; or

   c. the CPF Board established by the CPF Act 1953, in respect of shares purchased under the subsidiary legislation made under that Act providing for the making of investments from the contributions and interest standing to the credit of members of the CPF, if the Board holds those shares in the capacity of an intermediary pursuant to or in accordance with the subsidiary legislation.

   A member can appoint the Chairman of the AGM as his/her/its proxy **but** this is **not mandatory**.

   If a member wishes to appoint the Chairman of the AGM as proxy, such member (whether individual or corporate) may give specific instructions as to voting for, voting against, or abstentions from voting on, each resolution in the instrument appointing the Chairman of the AGM as proxy. In the absence of specific instructions on any resolution, the Chairman of the AGM, when appointed as proxy, may vote at their discretion on that resolution.

5. A proxy need not be a member of the Company.

6. The instrument appointing proxy/proxies, together with the power of attorney or other authority under which it is signed (if applicable) or a notarial certified copy thereof, must be deposited:

   a) if sent personally or by post, be received by the Company's Share Registrar, B.A.C.S. Private Limited, at 77 Robinson Road, #06-03 Robinson 77, Singapore 068896, attention to SAL AGM; or

   b) if submitted electronically, be received by the Company's Share Registrar, B.A.C.S. Private Limited at main@zicoholdings.com (e.g. a clear scanned signed form in PDF),

   in either case, by **4:00 p.m. on 25 April 2026** (being not less than seventy-two (72) hours before the time appointed for holding the AGM) (or at any adjournment thereof) and in default the instrument of proxy shall not be treated as valid.

   Members of the Company are encouraged to submit completed proxy forms electronically via email.

7. The instrument appointing a proxy or proxies must be under the hand of the appointor or on his/her attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed either under its common seal or under the hand of its attorney or duly authorised officer, failing which the instrument of proxy may be treated as invalid. Where the instrument appointing a proxy or proxies is executed by an attorney on behalf of the appointor, the letter or the power of attorney or a duly certified true copy thereof must be lodged with this proxy form, failing which the instrument of proxy may be treated as invalid.

8. The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxies (such as in the case where the appointor submits more than one instrument appointing a proxy or proxies).

9. In the case of a member whose shares are entered against his/her/its name in the Depository Register (as defined in Section 81SF of the Securities and Futures Act 2001), the Company may reject any instrument of proxy lodged if such member, being the appointor, is not shown to have any shares entered against his/her/its name in the Depository Register as at seventy-two (72) hours before the time set for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.

Personal data privacy:

"**Personal data**" in this Notice of AGM has the same meaning as "personal data" in the Personal Data Protection Act 2012, which includes your name, address and NRIC/Passport number.

Where a member of the Company submits an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents or service providers) for the purpose of the processing and administration by the Company (or its agents or service providers) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, proxy lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents or service providers) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "**Purposes**"); (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/ or representative(s) to the Company (or its agents or service providers), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents or service providers) of the personal data of such proxy(ies) and/or representative(s) for the Purposes; and (iii) agrees 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.

Photographic, sound and/or video recordings of the AGM may be made by the Company for record keeping and to ensure the accuracy of the minutes to be prepared in respect of the AGM. Accordingly, the personal data of a member of the Company (such as his name, his presence at the AGM and any questions he may raise or any motions he may propose/second) may be recorded by the Company for such purpose.

SEVENS ATELIER LIMITED

(Incorporated in the Republic of Singapore)
(Company Registration No.: 197902790N)

PROXY FORM – ANNUAL GENERAL MEETING
(Please see notes overleaf before completing this Form)

This form of proxy has been made available on SGXNet.

IMPORTANT:
1. For investors who have used their Central Provident Fund ("**CPF**") and/or Supplementary Retirement Scheme ("**SRS**") monies to buy shares in the Company, this proxy form is not valid for use and shall be ineffective for all intents and purposes if used or purported to be used by them.
2. CPF and/or SRS investors are requested to contact their respective Agent Banks at least seven (7) working days before the AGM to specify voting instructions and to ensure that their votes are submitted.

I / We* ______________________ (Name) ______________________ (NRIC / Passport / Company Registration Number*)

of ____ (Address)

being a *member / members of **SEVENS ATELIER LIMITED** (the "**Company**"), hereby appoint

NAME	ADDRESS	NRIC or Passport No.	Proportion of Shareholdings	
			No. of Shares	%

*and/or

NAME	ADDRESS	NRIC or Passport No.	Proportion of Shareholdings	
			No. of Shares	%

or failing him / her / them*, the Chairman of the Annual General Meeting of the Company (the "**AGM**") as my / our* proxy(ies) to attend, speak and vote for me / us* on my / our* behalf at the AGM to be held at 2 Tanjong Katong Road #05-01 Paya Lebar Quarter 3 Singapore 437161, on Tuesday, 28 April 2026 at 4:00 p.m. and at any adjournment thereof. I / We* direct my / our* proxy(ies) to vote for or against or abstain from voting on the resolutions to be proposed at the AGM as indicated hereunder. If no specific direction as to voting is given or in the event of any other matter arising at the AGM and at any adjournment thereof, the proxy will vote or abstain from voting at his / her discretion.

All resolutions put to the vote at the AGM shall be decided by way of poll.

(If you wish your proxy to cast all your votes "For" or "Against" a resolution, please tick (√) in the "For" or "Against" box provided. Alternatively, please indicate the number of votes as appropriate. If you wish your proxy to abstain from voting on a resolution, please tick (√) in the "Abstain" box provided. Alternatively, please indicate the number of shares that your proxy is directed to abstain from voting in the "Abstain" box in respect of that resolution. In any other case, the proxy/proxies may vote or abstain as the proxy/proxies deem(s) fit on the resolution if no voting instruction is specified, and on any other matter arising at the AGM and at any adjournment thereof.)

No.	Resolutions	For	Against	Abstain
	ORDINARY BUSINESS			
1.	Adoption of the Directors' Statement and Audited Consolidated Financial Statements of the Company and its subsidiaries for the financial year ended 31 December 2025 together with the Independent Auditors' Report thereon			
2.	Re-election of Ms Lim Xiu Fang, Vanessa as a Director of the Company			
3.	Re-election of Mr Tan Yew Heng, Terrence as a Director of the Company			
4.	Approval of the payment of Directors' fees of S$108,000 for the financial year ending 31 December 2026 (FY2025: S$120,000)			
5.	Re-appointment of Messrs PKF-CAP LLP as Auditor of the Company and to authorise the Directors to fix their remuneration			
	SPECIAL BUSINESS			
6.	Authority for Directors to allot and issue shares and convertible securities			

* Delete as appropriate.

Dated this __________ day of ________________ 2026.

Total Number of Shares in:	No. of shares
(a) CDP Register	
(b) Register of Members	

____
Signature(s) of Member(s)
or Common Seal of Corporate Shareholder

IMPORTANT: PLEASE READ NOTES OVERLEAF BEFORE COMPLETING THIS PROXY FORM

NOTES TO PROXY FORM:

1. A member should insert the total number of shares held. If the member has shares entered against his/her/its name in the Depository Register (as defined in Section 81SF of the Securities and Futures Act 2001), he/she/it should insert that number of shares. If the member has shares registered in his/her/its name in the Register of Members of the Company, he/she/it should insert that number of shares. If the member has shares entered against his/her/its name in the Depository Register and shares registered in his/her/its name in the Register of Members of the Company, he/she/it should insert the aggregate number of shares. If no number is inserted, this form of proxy will be deemed to relate to all the shares held by the member of the Company.

2. A member who is not a Relevant Intermediary (as defined in Section 181 of the Companies Act 1967) is entitled to appoint not more than two (2) proxies to attend, speak and vote on his/her/its behalf at the AGM. A member of the Company which is a corporation is entitled to appoint its authorised representative or proxy to vote on its behalf. Where such member appoints two (2) proxies, the proportion of his/her/its shareholding to be represented by each proxy shall be specified. If no proportion is specified, the Company shall be entitled to treat the first named proxy as representing the entire number of shares entered against his/her/its name in the Depository Register and any second named proxy as an alternate to the first named.

3. A member who is a Relevant Intermediary is entitled to appoint more than two (2) proxies to attend, speak and vote at the AGM but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member appoints more than two (2) proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the form of proxy.

   "**Relevant Intermediary**" has the meaning prescribed to it in Section 181 of the Companies Act 1967:

   a. a banking corporation licensed under the Banking Act 1970, or a wholly-owned subsidiary of such a banking corporation, whose business includes the provision of nominee services and who holds shares in that capacity;

   b. a person holding a capital markets services licence holder to provide custodial services under the Securities and Futures Act 2001 and who holds shares in that capacity; or

   c. the CPF Board established by the CPF Act 1953, in respect of shares purchased under the subsidiary legislation made under that Act providing for the making of investments from the contributions and interest standing to the credit of members of the CPF, if the Board holds those shares in the capacity of an intermediary pursuant to or in accordance with the subsidiary legislation.

   The proxy need not be a member of the Company. Please note that if any of your shareholdings are not specified in the list provided by the Relevant Intermediary to the Company, the Company has the sole discretion to disallow the participation of the said proxy at the AGM.

   A member can appoint the Chairman of the AGM as his/her/its proxy **but** this is **not mandatory**.

4. The instrument appointing a proxy or proxies must be executed under the hand of the appointor or of his/her/its attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed either under its seal or under the hand of an officer or attorney duly authorised. Where the instrument appointing a 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.

5. The instrument appointing a proxy or proxies, together with the power of attorney or other authority under which it is signed (if applicable) or a notarial certified copy thereof, must be deposited in the following manner:

   a. if sent personally or by post, be received by the Company's Share Registrar, B.A.C.S. Private Limited, at 77 Robinson Road, #06-03 Robinson 77, Singapore 068896, attention to SAL AGM; or

   b. if submitted electronically, be received by the Company's Share Registrar, B.A.C.S. Private Limited, via email at main@zicoholdings.com (e.g. a clear scanned signed form in PDF),

   in either case, **by 4:00 p.m. on 25 April 2026** (being not less than seventy-two (72) hours before the time appointed for holding the AGM) and in default the instrument of proxy shall not be treated as valid.

   Members of the Company are strongly encouraged to submit completed proxy forms electronically via email.

6. Please indicate with a tick [√] in the spaces provided whether you wish your vote(s) to be for or against the Resolution(s) or to abstain from voting. In the absence of specific directions, the proxy/proxies will vote or abstain as he/she/they may think fit, as he/she/they will on any other matter arising at the meeting.

7. The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxies.

8. Completion and return of the Proxy Form by a member will not prevent him/her/it from attending, speaking and voting at the AGM if he/she/it so wishes. The appointment of the proxy(ies) for the AGM will be deemed to be revoked if the member attends the AGM in person and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the relevant instrument appointing a proxy(ies) to the AGM.

9. An investor who buys shares using CPF monies ("**CPF Investor**") and/or SRS monies ("**SRS Investor**") (as may be applicable) should not make use of this Proxy Form and should instead approach their respective Relevant Intermediary as soon as possible to specify voting instructions. CPF Investors / SRS Investors who wish to vote should approach their respective CPF Agent Bank / SRS Operator at least seven (7) working days before the AGM (i.e. by 17 April 2026), to ensure that their votes are submitted.

10. In the case of members of the Company whose shares are entered against their names in the Depository Register, the Company may reject any instrument appointing a proxy or proxies lodged if such members are not shown to have shares entered against their names in the Depository Register seventy-two (72) hours before the time appointed for holding the meeting as certified by The Central Depository (Pte) Limited to the Company.

Personal data privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 10 April 2026.