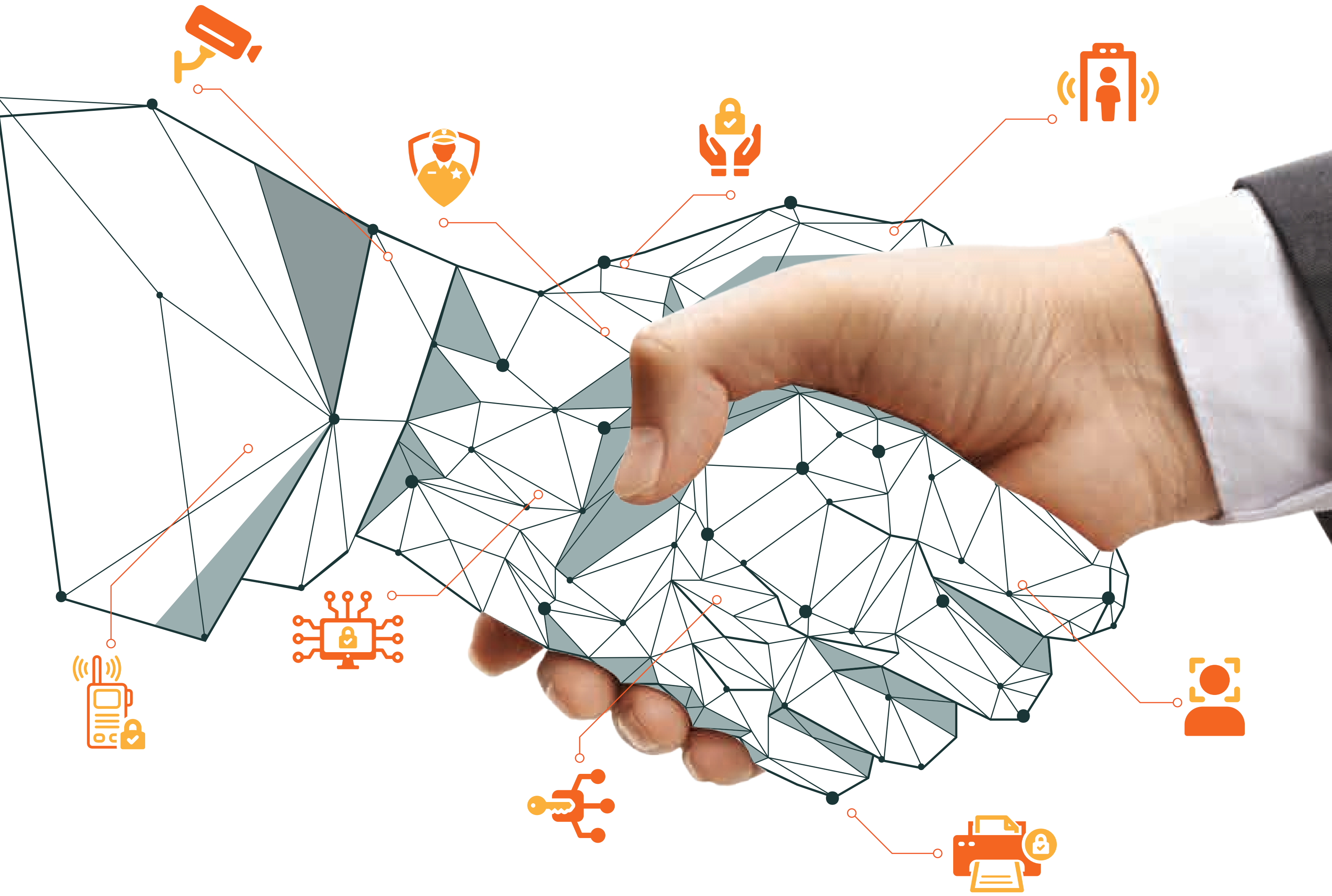
SECURA GROUP LIMITED



EMPOWERING PROGRESS, SECURING POSSIBILITIES

ANNUAL REPORT 2024

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Our Vision

To be a leading security solutions provider in Singapore and beyond

Our Mission

Building a safer world with innovative security solutions and exceptional service

Our Core Values

Accountability

We take ownership and responsibility for our actions

Integrity

We build trust through responsible actions and honest relationships

Respect

We value and treat everyone with dignity and professionalism

Exploration

Keep an open mind, stay curious and embrace continuous learning and innovation

*This annual report has been prepared by Secura Group Limited (the **"Company"**) and has been reviewed by the Company's sponsor, United Overseas Bank Limited (the **"Sponsor"**), for compliance with Rules 226(2)(b) and 753(2) of the Singapore Exchange Securities Trading Limited (the **"SGX-ST"**) Listing Manual Section B: Rules of Catalist.*

This annual report has not been examined or approved by the SGX-ST. The SGX-ST 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. Priscilla Ong, Vice President, Equity Capital Markets, who can be contacted at 80 Raffles Place, #03-03 UOB Plaza 1, Singapore 048624, telephone: +65 6533 9898.

CORPORATE **PROFILE**

Listed on the Catalist Board of SGX-ST, Secura Group Limited ("**Secura**" or the "**Company**", and together with its subsidiaries, the "**Group**") is one of the leading providers of an integrated suite of security products, services and solutions.

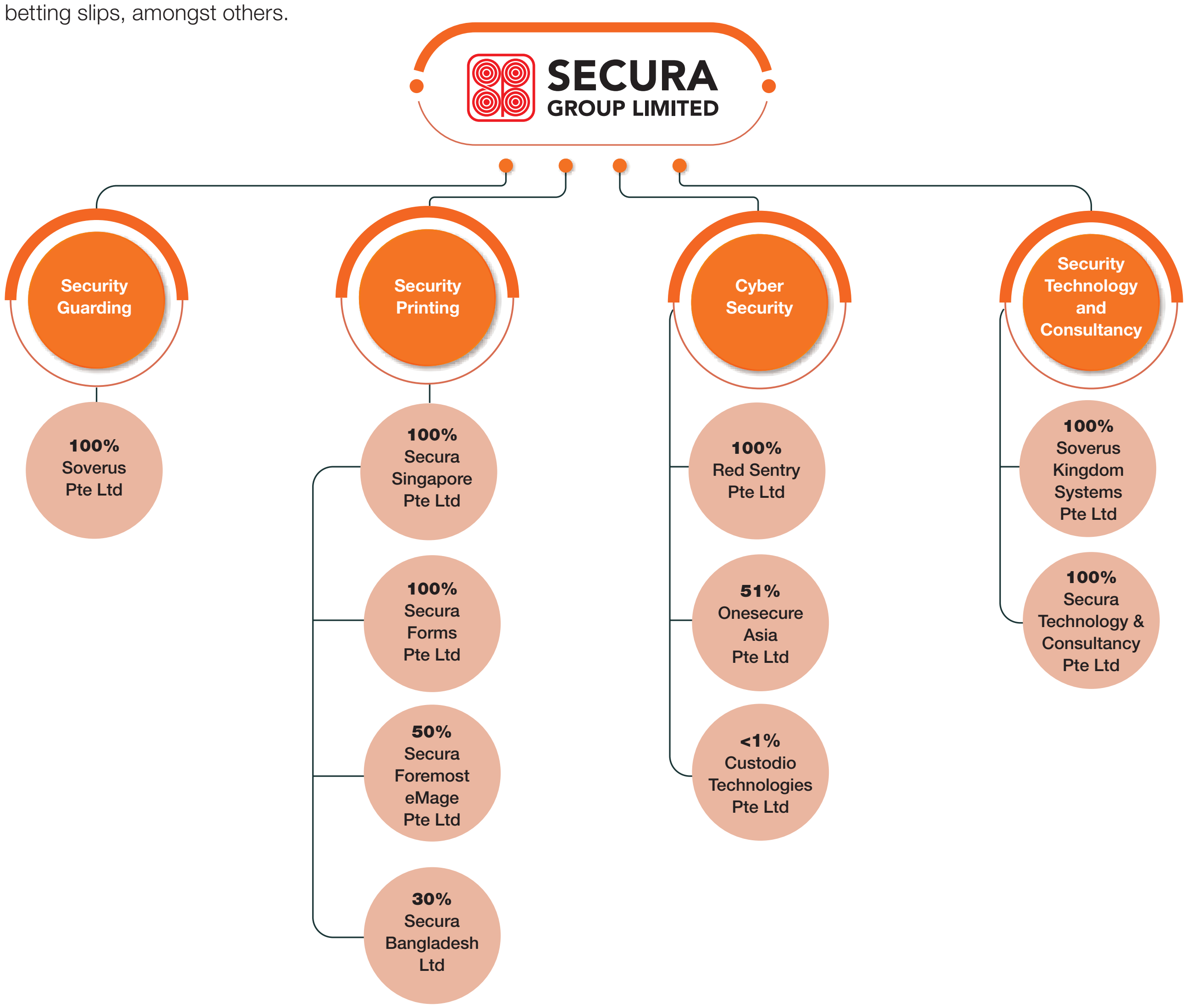
The Group's security guarding business, Soverus Pte Ltd ("**SPL**") is one of the leading security agencies in Singapore. As a premium security agency, SPL provides unarmed security guarding services, as well as operates a state-of-the-art 24-hour command centre with remote CCTV surveillance and video analytics for round-the-clock monitoring of premises.

Established in 1976, the Group's security printing, Secura Singapore Pte Ltd ("**SSPL**") has been providing security printing services of value documents with anti-counterfeit features and owns one of the largest cheque printing businesses in Singapore. With operations in Singapore and Bangladesh, SSPL range of value documents includes bank cheques and passbooks, cash vouchers, educational certificates, marriage certificates and machine-readable betting slips, amongst others.

The Group's cybersecurity business, Onesecure Asia Pte Ltd ("**ONESECURE**") is one of the Top 250 Managed Security Service Providers. With its operations in Singapore, Malaysia and Indonesia, ONESECURE's range of cybersecurity services includes round-the-clock security operation centre monitoring, detection of web spoofing and site defacement, as well as identifying and mitigating Distributed Denial of Service attacks.

Additionally, the Group has broadened its security solution portfolio to include the integration of security systems as well as a range of other security products and services.

The Group has a well-diversified clientele comprising customers in various industries, including multinational corporations, financial institutions, telecommunications and government agencies.



MESSAGE TO SHAREHOLDERS

Dear Shareholders

Over the past year, we have taken strategic steps to refine Secura's focus, enhance operational efficiency and strengthen our market position. As part of this effort, we streamlined our business by divesting non-core services, including the Security Training business, allowing us to focus on our core strengths, build our capabilities in key business areas and position ourselves for long-term growth.

At the same time, we continue to invest in technology and strategic partnerships to enhance our capabilities and stay ahead of evolving security challenges. With a clear strategic direction and a disciplined execution, we are building a more agile and resilient Secura, positioned for sustainable growth and long-term value creation.

Strengthening Market Position

Despite economic uncertainties and shifting market dynamics, the global security industry continues to grow, fuelled by increasing risks and the demand for comprehensive security solutions. Secura is well-positioned to meet these challenges by integrating physical security, cybersecurity, and advanced technologies.

A key milestone in 2024 was our partnership with iLOQ, a Finnish leader in digital access solutions. iLOQ's keyless and battery-free smart locking systems align with our commitment to sustainability and innovation, providing a secure, convenient and cost-efficient alternative to traditional locks. This collaboration strengthens our market position while expanding our digital security offerings with an eco-friendly access management solution that reduces the environmental impact of conventional systems.

In Cybersecurity, our subsidiary, ONESECURE achieved a significant milestone in 2024 by becoming a certified Microsoft Partner for Security, a testament to its technical expertise and commitment to delivering high-quality solutions. This certification provides access to Microsoft's advanced security tools, technologies and resources, further enhancing our threat detection, response and innovation capabilities. It also strengthens our market credibility and expands our reach through Microsoft's global network.

Further solidifying our market presence, ONESECURE has secured a new contract with a leading company in Indonesia, boosting our brand equity and competitiveness. Our continued progress was also recognised globally in 2024, with ONESECURE once again ranked among the world's Top 250 Managed Security Service Providers, rising to 157th place from 213th in 2023, marking its third consecutive year on the list.

As we continue to grow strategically, ONESECURE remains dedicated to staying ahead of the curve by investing in talent, research and technology, including artificial intelligence ("**AI**") for automated threat detection, enabling faster response times, and stronger defences against emerging risks.

In parallel, we are also advancing our Security Guarding segment by improving operational efficiency and optimising resource deployment. Employee well-being remains a priority, with ongoing training and initiatives aimed at improving job satisfaction and lowering attrition rates.

Our efforts in building a strong, dedicated workforce were recognised in 2024, as Soverus Pte Ltd ("**SPL**"), our guarding subsidiary, received the Golden Circle Best Employer Award at the Security Officers Day Award 2024. Furthermore, eight of our security officers were honoured with Outstanding Officer Awards. Additionally, at the Singapore Security Industry Awards, SPL achieved multiple accolades, including Best Security Agency across various categories, Best System Integrators and Best Private Security Training Organisation, demonstrating our strong industry standing.

To further expand our Security Guarding capabilities, we are reintroducing our executive protection services and exploring the integration of AI and robotics to enhance security solutions. These initiatives align with our broader strategy to leverage technology and innovation across all aspects of our business, ensuring we remain at the forefront of the security industry.

Finally, our Security Printing segment remained stable for the financial year ended 31 December 2024 ("**FY2024**"), maintaining profitability despite industry challenges. Cost rationalisation and process optimisation contributed to sustaining operational efficiency and financial stability.

Commitment to Sustainability

As part of our commitment to responsible business practices, we have embarked on climate reporting to align with sustainability goals and enhance transparency in our environmental impact. We also continue to integrate sustainable practices into our operations, such as our partnership with iLOQ. These efforts reflect our dedication to balancing business growth with environmental responsibility while ensuring long-term value creation for our stakeholders.

Robust Financial Performance

Building on our strategic initiatives, we delivered strong financial results in FY2024, driven by cost discipline, operational efficiencies, and a sharper focus on core businesses. Despite a slight decline in revenue, our profitability improved significantly, reflecting effective resource management and a streamlined business structure.

The Cybersecurity segment saw substantial growth, supported by a full-year contribution from ONESECURE, while our Security Guarding business demonstrated resilience despite non-renewal of contracts. Security Printing remained stable, benefiting from cost optimisation measures. These efforts contributed to a stronger financial position, with improved margins and a healthy cash balance, positioning our ability to pursue future opportunities.

MESSAGE TO SHAREHOLDERS

Looking ahead, we remain committed to enhancing operational efficiency, leveraging technology, and strengthening our market position to drive sustainable growth and long-term value for our stakeholders.

Appreciation and Board Renewal

As we advance our strategic priorities, we recognise that our progress would not be possible without the dedication of our employees, the trust of our customers and business partners, and the continued support of our shareholders. In appreciation of this, the Board has proposed a first and final tax-exempt (one-tier) dividend of 0.1375 Singapore cents per share for FY2024.

As we continue to strengthen our leadership, we would like to extend our gratitude to Dr Ho Tat Kin, our Chairman, Mr Ong Pang Liang and Mr Gary Ho Kuat Foong, our Independent Directors, who will be stepping down at the upcoming AGM after nine years of their dedicated service. We sincerely thank them for their leadership and contributions, which have been instrumental in shaping Secura's growth.

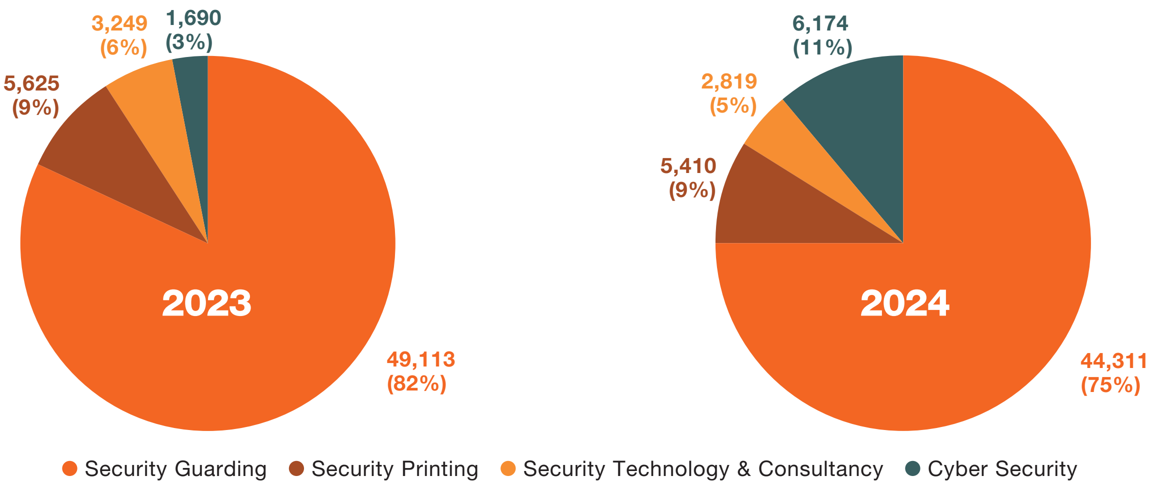
At the same time, we welcome Mr Khojama Kalimuddin, who joined us as an Independent Director. His extensive experience, strategic insights and wisdom will be instrumental as Secura embarks on its next phase of growth.

Dr Ho Tat Kin
Chairman and Independent Director

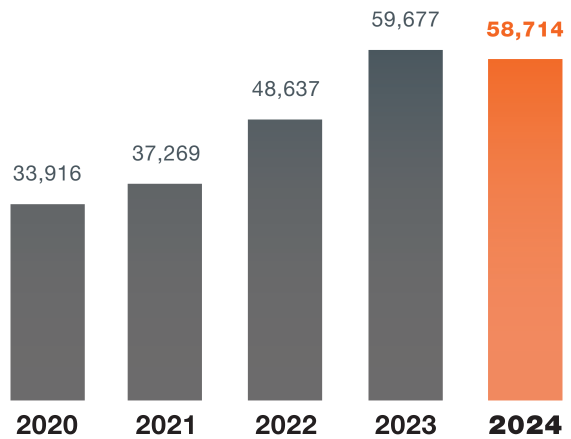
Mr Kan Kheong Ng
Executive Director and Chief Executive Officer

FINANCIAL **HIGHLIGHTS**
AT A GLANCE

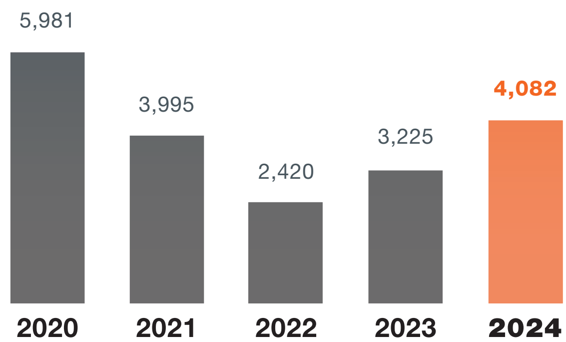
Revenue by Segment (S$'000)



Revenue (S$'000)



EBITDA (S$'000)



Key Financial Information (S$'000)

	2020	2021	2022	2023	2024
FINANCIAL PERFORMANCE					
Revenue	33,916	37,269	48,637	59,677	58,714
Gross profit	5,612	4,234	4,912	6,278	9,999
EBITDA[1]	5,981	3,995	2,420	3,225	4,082
Profit before tax	2,960	2,842	1,512	1,265	3,469
Profit attributable to owners of the Company	2,975	2,441	1,289	1,045	3,328
PER SHARE					
Earnings per share (cents)	0.74	0.61	0.32	0.26	0.83
Net asset value per share (cents)	10.84	11.06	10.90	10.88	11.56
FINANCIAL POSITION					
Cash and short-term deposits	21,028	17,412	16,490	16,043	20,507
Total assets	58,881	54,221	56,071	59,254	61,025
Shareholders' equity	43,355	44,232	43,588	43,536	46,254

1 Excludes share of results from joint ventures and associates, impairment losses, write-down of assets and fair value adjustment for deferred consideration

OPERATIONS & FINANCIAL REVIEW

Financial Performance

The Group reported a marginal decline in revenue of 1.6% to $58.7 million in FY2024 from $59.7 million in FY2023. The decline was primarily due to (i) a 9.8% decrease in revenue from the Security Guarding segment, attributed to the non-renewal of contracts, and (ii) a 13.2% decrease in revenue from the Security Technology and Consultancy segment due to fewer maintenance contracts awarded. These declines were partially offset by revenue growth in the Cyber Security segment, which rose by $4.5 million due to the full-year revenue contribution from ONESECURE, which was acquired in 2023.

The Group's gross profit margin rose to 17.0% in FY2024, compared to 12.0% in FY2023, driven by high-margin product and services in the Cyber Security segment and increased government grant income under Progressive Wage Credit Scheme, which helped offset salaries of security guards.

Other operating income increased to $2.4 million in FY2024 from $2.2 million in FY2023, mainly due to higher interest income and a fair value adjustment of deferred consideration amounting to $0.3 million. This was partially offset by lower government grants under the Job Growth Incentive scheme.

Administrative expenses rose to $7.0 million in FY2024 from $6.6 million in FY2023, primarily due to additional expenses following the consolidation of ONESECURE. This increase was partially offset by the absence of impairment losses on non-financial assets and fair value losses on assets held for sale, which were recorded in FY2023.

Finance cost increased to $0.14 million in FY2024 from $0.10 million in FY2023, mainly due to higher borrowings following the consolidation of ONESECURE. The Group also recorded higher share of profits from its Bangladesh associate in FY2024.

As a result, profit attributable to owners of the Company more than tripled to $3.3 million in FY2024 from $1.0 million in FY2023.

Rapid7-ONESECURE'S exclusive customer workshop

OPERATIONS & FINANCIAL REVIEW

Financial Position

Total assets increased to $61.0 million as at 31 December 2024, compared to $59.3 million as at 31 December 2023. The increase was primarily due to the net increase in cash and short-term deposits of $4.5 million, partially offset by (i) a decrease in trade and other receivables and contract assets of $1.2 million, in line with the decrease in revenue; and (ii) a decrease in property, plant and equipment and right-of-use assets of $0.9 million in total, mainly due to the depreciation and amortisation of these assets.

Total liabilities decreased to $14.7 million as of 31 December 2024, from $15.5 million in the previous year. The decrease was mainly due to (i) a reduction in trade and other payables and contract liabilities of $0.6 million, in line with decrease in cost of sales; (ii) a reduction in bank borrowings and lease liabilities of $0.5 million due to repayments; and (iii) a $0.3 million reduction in deferred consideration as a result of a fair value adjustment. These decreases were partially offset by an increase in amount due to joint venture of $0.2 million and a loan from a shareholder of a subsidiary of $0.3 million.

Total equity rose to $46.4 million as of 31 December 2024, compared to $43.8 million in 2023. The increase was mainly due to net profit generated during the year, partially offset by the dividends paid to shareholders of the Company.

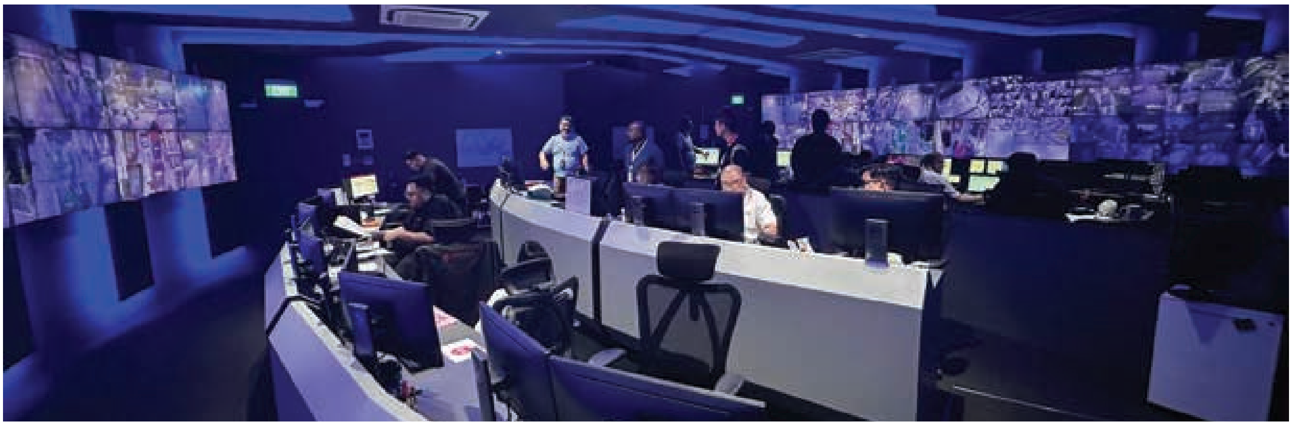
Cash Flow

The Group generated operating cash flows before working capital changes of $4.1 million for FY2024. Net cash used in working capital amounted to $1.2 million, which was mainly due to a decrease in trade and other receivables and contract assets of $1.3 million, and a decrease in trade and other payables and contract liabilities of $0.5 million. Net cash generated from operating activities for FY2024 amounted to $5.4 million.

Net cash generated from investing activities in FY2024 of $0.2 million was primarily due to (i) proceeds from disposal of a joint venture of $0.4 million; and (ii) dividend received from our Bangladesh associate of $0.1 million. This was offset by the purchase of property, plant and equipment of $0.3 million.

Net cash used in financing activities amounted to $1.1 million in FY2024, mainly due to the $0.6 million dividend payment for FY2023, repayment of bank loans of $0.5 million and payment of lease obligations of $0.3 million. This was partially offset by proceeds from a loan from a shareholder of a subsidiary of $0.3 million.

Overall, the Group recorded a net increase in cash and short-term deposits of $4.5 million, bringing total cash and short-term deposits to $20.5 million as of 31 December 2024.



BOARD OF DIRECTORS

Dr Ho Tat Kin, 81

Chairman, Non-Executive and Independent Director

Date of appointment as director:
16 October 2015

Date of last re-appointment:
21 April 2022

Academic and professional qualifications:
- Bachelor of Science (Honours), University of Singapore
- Japan International Co-Operation Agency (Post-graduate) Certificate (Teacher on Computer Science), Yamanashi University & Tokyo University
- Master of Science in Technological Economics and Ph.D, University of Stirling, Scotland, UK
- Life Member, Institute of Physics of Singapore

Present directorship:
- None

Principal commitment:
- None

Past directorships for the last 5 years:
- None

Experience and exposure:
Dr Ho is a management consultant, concentrating on mergers and acquisitions, business ventures in the private education sector, digital information technology and green technology. He brings with him more than 30 years of senior experience in risk management, operations and corporate governance. Over the years, Dr Ho has served as director of various companies listed on the main boards of Hong Kong and Singapore. His last appointment was the Executive Chairman of Rowsley Ltd (now known as Thomson Medical Group Limited), a company listed on the SGX-ST from August 2010 to December 2013.

Prior to joining the private sector, Dr Ho had a successful career in the public sector, having served in the Ministry of Education, Singapore Economic Development Board and was a Deputy Director of the Japan-Singapore Institute of Software Technology (Government-to-Government Technology Transfer Project) from 1982 to 1990 and then as Director till 1997.

Dr Ho was an elected Member of Parliament from December 1984 to October 2001, serving 4 terms in the Parliament of Singapore. He was concurrently a Town Council Chairman from 1988 to 1999.

Mr Kan Kheong Ng, 69

Executive Director and Chief Executive Officer

Date of appointment as director:
01 February 2019

Date of last re-appointment:
27 April 2023

Academic and professional qualifications:
- Bachelor of Business Administration, Royal Melbourne Institute Technology

Present directorship:
Listed company
- TMC Life Sciences Berhad

Non-listed company
- Soverus Pte Ltd
- Secura Singapore Pte Ltd
- Secura Forms Pte Ltd
- Soverus Kingdom Systems Pte Ltd
- Secura Technology & Consultancy Pte Ltd
- Foremost Secura Corporation
- Secura Foremost Emage Pte Ltd
- Red Sentry Pte Ltd
- Onesecure Asia Pte Ltd
- Fastrack Autosports (Iskandar) Pte Ltd
- Wellington College International Regional Management Pte Ltd
- Fastrack Iskandar Sdn Bhd
- Fastrack JV (Iskandar) Limited
- Best Blend Sdn Bhd
- BB Waterfront Sdn Bhd
- IVF Technologies Sdn Bhd
- TMC Biotech Sdn Bhd
- TMC Lifestyle Sdn Bhd
- Thomson Hospitals Sdn Bhd
- TMC Properties Sdn Bhd
- Thomson TCM Sdn Bhd
- TMC Care Sdn Bhd
- TMC Women's Specialist Holdings Sdn Bhd
- TMC Fertility Holdings Sdn Bhd
- Thomson Specialist Clinics (Kepong) Sdn Bhd
- TMC Fertility (Penang) Sdn Bhd
- TMC Fertility (Ipoh) Sdn Bhd
- TMC Fertility South Sdn Bhd
- Yayasan Wellington College Independent School

Principal commitment:
- Executive Vice Chairman of TMC Life Sciences Berhad

Audit & Risk Committee
Nominating Committee
Remuneration Committee
Denotes Committee Chairman

BOARD OF DIRECTORS

Past directorships for the last 5 years:

- Soverus Group Pte Ltd
- Secura Malaysia Sdn Bhd
- Secura Security Printing Sdn Bhd
- Secura Training Academy Pte Ltd
- Secura Documation Pte Ltd
- Soverus Consultancy & Services Pte Ltd

Experience and exposure:

Mr Kan has almost 30 years of regional management and business development experience in the automotive industry, having managed various illustrious global brands with renowned regional dealership, Wearnes Automotive, headquartered in Singapore. From 2001 to 2009, he was General Manager at Malayan Motors, a division of Wearnes Automotive, where he managed the Rolls-Royce, Bentley, Jaguar and Volvo Trucks franchises in Singapore, and successfully introduced some of the brands into new territories such as Brunei, Indonesia, Taiwan and Thailand. From 2009 to 2012, he was promoted to Managing Director of the Prestige Division of Wearnes Automotive, where he led the acquisition of new brands such as Bugatti, Land Rover and McLaren.

In 2012, Mr Kan joined Fastrack Autosports (Iskandar) Pte Ltd to conceptualise and develop an integrated automotive hub in Nusajaya, Iskandar Malaysia, in partnership with UEM Sunrise Berhad. He led the project's joint venture company, Fastrack Iskandar Sdn Bhd, as its CEO.

He is also a director of Wellington College International Regional Management Pte Ltd, which is the master agreement holder for the Wellington College International schools in Singapore, Indonesia and Malaysia.

Ms Lim Hoi Leong, 47

Executive Director and Chief Financial Officer

Date of appointment as director:
1 January 2024

Date of last re-appointment:
29 April 2024

Academic and professional qualifications:

- Chartered Accountant with Institute of Singapore Chartered Accountants
- Fellow Member of Association of Chartered Certified Accountants
- Masters in Arts in Accounting and Financial Management, University of Hertfordshire

Present directorship:

Listed company

- None

Non-listed company

- Secura Singapore Pte Ltd
- Secura Forms Pte Ltd
- Secura Technology & Consultancy Pte Ltd
- Soverus Kingdom Systems Pte Ltd
- Red Sentry Pte Ltd
- Onesecure Asia Pte Ltd

Principal commitment:

- None

Past directorships for the last 5 years:

- Secura Training Academy Pte Ltd
- Secura Documation Pte Ltd

Experience and exposure:

Ms Lim has over 15 years of experience in audit, financial and accounting management. Prior to joining the Group, she was with Thomson Medical Group Limited as Group Financial Controller. She also spent nine years as an auditor with an international accounting firm and held various senior finance roles in various companies.

BOARD OF DIRECTORS

Mr Ong Pang Liang, 65

Independent Director

Date of appointment as director:
16 October 2015

Date of last re-appointment:
27 April 2023

Academic and professional qualifications:
- Bachelor of Business Administration, National University of Singapore

Present directorship:
Listed company
- Thomson Medical Group Limited

Non-listed company
- Bluewater Investments Pte Ltd
- Valencia Club de Futbol, S.A.D

Principal commitment:
- None

Past directorships for the last 5 years:
- Avarga Limited
- UPP Industries Pte Ltd
- UPP Greentech Pte Ltd
- Avarga Investment Pte Ltd
- RSP Holdings Pte Ltd

Experience and exposure:
Mr Ong has over 25 years of experience in banking and finance. His career in various international banks covered management responsibilities in capital markets, treasury operations and corporate banking. He spent 15 years in Bank of America where he was a Managing Director and held positions such as Head of Foreign Exchange in Singapore and General Manager of Shanghai Branch, People's Republic of China. Subsequent to his banking career, Mr Ong spent a number of years in the corporate business sector. He was the Chief Financial Officer and Finance Director of companies listed on the Mainboard of the SGX-ST.

Mr Gary Ho Kuat Foong, 70

Independent Director

Date of appointment as director:
16 October 2015

Date of last re-appointment:
21 April 2022

Academic and professional qualifications:
- Bachelor of Science, University of Western Australia
- Bachelor of Commerce, University of Western Australia
- Member of the Institute of Singapore Chartered Accountants
- Member of CPA Australia

Present directorship:
Listed company
- None

Non-listed company
- Elnora Pty Ltd

Principal commitment:
- None

Past directorships for the last 5 years:
- RSP Holdings Pte Ltd
- Thomson Medical Group Limited
- Avarga Limited
- TMC Life Sciences Berhad
- Thailoy Investments Pty Ltd

Experience and exposure:
Mr Ho has over 35 years of experience in corporate management and finance having been a director of both publicly listed and private companies in Singapore, Malaysia and Australia. He had previously served as a member of the board of directors of Avarga Limited, a company listed on SGX-ST and TMC Life Sciences Berhad, a company listed on Bursa Malaysia.

Audit & Risk Committee
Nominating Committee
Remuneration Committee
Denotes Committee Chairman

BOARD OF DIRECTORS

Ms Christina Teo Tze Wei, 51
(Zhao Ziwei)

Independent Director

Date of appointment as director:
01 February 2019

Date of last re-appointment:
29 April 2024

Academic and professional qualifications:
- Master of Business Administration, Harvard Business School
- Bachelor of Business Administration (Finance), Honours, National University of Singapore

Present directorship:
Listed company
- Thomson Medical Group Limited

Non-listed company
- uCare.io Pte Ltd
- Project eLeonie

Principal commitment:
- CEO, uCare.io Pte Ltd

Past directorships for the last 5 years:
- Catpital Private Limited (struck-off)
- Custodio Technologies Pte Ltd

Experience and exposure:
Ms Teo has over 20 years of experience in private equity, leveraged buyouts, and mergers and acquisitions, having led numerous investments globally with notable deals including Jaya Holdings, Crystal Jade, 2XU, Seafolly, RM Williams, Guiseppe Zanotti and Cristiano Ronaldo's global image rights.

She is the co-founder and CEO of Singapore-based start-up UCARE. AI, an award-winning artificial intelligence ("AI")-powered technology enabler for health data and solutions with esteemed customers including Singapore's Ministry of Health, Great Eastern Life Assurance and Parkway Pantai. She brought UCARE. AI to its Series A financing phase, launched its AI-powered predictive hospital bill estimation system throughout Parkway Pantai's Singapore hospitals, and won a tender to deploy its Claims Analytics System for Singapore's Ministry of Health. She is currently an Independent Director of Thomson Medical Group Limited and is also appointed to the Data Protection Advisory Committee to advise the Personal Data Protection Commission on matters relating to the review and administration of the personal data protection framework.

Prior to co-founding UCARE.AI in 2016, she was the CEO of Catpital Private Limited, Managing Director at L Capital Asia (LVMH), and held other senior investment positions at Affinity Equity Partners and Deutsche Bank's Strategic Investments Group.

Mr Goh Yi Shun, Joshua, 34

Independent Director

Date of appointment as director:
1 May 2023

Date of last re-appointment:
29 April 2024

Academic and professional qualifications:
- Bachelor of Commerce (Double Major in Accounting & Finance), Monash University

Present directorship:
Listed company
- None

Non-listed company
- EuroSports Auto Pte Ltd
- EuroAutomobile Pte Ltd
- Scorpio Electric Pte Ltd
- Delacour Asia Pacific Pte Ltd
- Prosper Auto Pte Ltd
- JES Auto Pte Ltd
- EVI Electric Pte Ltd
- Scorpio Electric (Shenzhen) Co., Ltd
- Scorpio Electric Europa, Sociedad de Responsabilidad Limitada

Principal commitment:
- CEO, Scorpio Electric Pte Ltd

Past directorships for the last 5 years:
- None

Experience and exposure:
Mr Goh is the CEO and Director of Scorpio Electric, Singapore's first electric motorcycle manufacturer. He has over 10 years of experience in the automotive and finance industries.

Mr. Goh has held various leadership roles at Scorpio Electric. Before being appointed CEO, Mr. Goh was the Deputy CEO and Director, overseeing Scorpio Electric's business. Mr. Goh also spearheaded the firm's strategic direction and capital management, which he carried into his position as CEO. In addition to his involvement with Scorpio Electric, Mr Goh is also a Director of EuroAutomobile, EVI Electric and Prosper Auto since 2021and JES Auto since 2019.

From 2017 to 2019, Mr Goh was an assistant manager at EuroAutomobile. He was responsible for the overall operations management and business development of the Alfa Romeo distributorship in Singapore.

Prior to 2017, Mr Goh was an associate at nTan Corporate Advisory Pte Ltd, where he was involved in corporate advisory, restructuring and judicial management projects of companies in the oil and gas, building, infrastructure, and utilities sectors. He also served as an Analyst at Catpital Private Limited, a private equity fund, where he performed pre-deal evaluations and supported fundraising campaigns.

BOARD OF DIRECTORS

Mr Khojama Kalimuddin, 71
Independent Director

Date of appointment as director:
3 February 2025

Date of last re-appointment:
NA

Academic and professional qualifications:
- Member of Institute of Singapore Chartered Accountants
- Master of Commerce (Accounting), University of Auckland
- Bachelor of Commerce (Accounting), University of Auckland

Present directorship:
- Valencia Club de Futbol, S.A.D

Principal commitment:
None

Past directorships for the last 5 years:
- None

Experience and exposure:
Mr Kalimuddin has over 30 years of experience in financial, corporate, and operations management. He retired in 2013 following a distinguished 33-year career as a senior executive at a U.S. multinational company. During his tenure, Mr Kalimuddin held various leadership positions, including roles in finance, project management, sales and customer services, supply chain management, ultimately serving as Executive Vice President of an international oil trading entity.

Audit & Risk Committee
Nominating Committee
Remuneration Committee
Denotes Committee Chairman

Mr Wilson Sam, 49
Non-Executive Non-Independent Director

Date of appointment as director:
1 July 2020

Date of last re-appointment:
29 April 2024

Academic and professional qualifications:
- Bachelor of Business Studies (Honours), with major in Financial Analysis and a minor in Accountancy, Nanyang Technological University
- Chartered Financial Analyst

Present directorship:
Listed company
- Thomson Medical Group Limited

Non-listed company
- Asia Fertility Holdings Pte Ltd
- Far East Medical Vietnam Limited
- FVH Singapore Pte Ltd
- Grvty Media Pte Ltd
- Hatch Health Pte Ltd
- Mint Media Sports Limited
- Mint Media Sports Pte Ltd
- Sasteria (M) Pte Ltd
- Sasteria (VN) Pte Ltd
- Sasteria Pte Ltd
- Skies VB Sdn Bhd
- Thomson Medical Pte Ltd
- Thomson Paediatric Centre Pte Ltd
- Thomson Specialists Pte Ltd
- Thomson Women's Clinic Holdings Pte Ltd
- Thomson X Pte Ltd
- Thomson International Health Services Pte Ltd
- Vantage Bay JB Sdn Bhd
- Zuju Gameplay Pte Ltd
- ZujuGP Pte Ltd

Principal commitment:
- Executive Director and Group CFO of Thomson Medical Group Limited

Past directorships for the last 5 years:
- Adifore Finance Ltd
- Arnel Services S.A
- PCC Products Pte Ltd
- PT Thomson Medical
- Smartparents Pte Ltd
- Thomson Kids Pte Ltd
- Thomson Women Cancer Centre Pte Ltd
- TI Health Pte Ltd
- TMC Life Sciences Berhad
- VB2 Property Sdn Bhd
- Renewable Metal Resources Pte Ltd
- Klouder Limited

Experience and exposure:
Mr Sam has more than 20 years of experience in finance, investments and advisory in Singapore. He is currently the Executive Director and Group CFO of Thomson Medical Group Limited, a company listed on SGX-ST. Mr Sam is responsible for providing leadership to the financial and management reporting, corporate finance, treasury, investor relations and corporate and regulatory compliance functions. Prior to this, Mr Sam held various positions with regional and international banks, specialising in corporate finance and merger and acquisitions and was involved in numerous initial public offerings, financial advisory and merger and acquisition transactions.

KEY MANAGEMENT

Mr Goh Ching Hua Kelvin
Managing Director (Security Guarding, Soverus)

Mr Goh joined the Group in 2013 as a Business Development Manager and was promoted to General Manager of Soverus Pte Ltd in 2014, followed by his appointment as Managing Director (Security Guarding) in 2018. Mr Goh is responsible for managing the overall operations as well as the sales and marketing strategies of the security guarding business and integrated command centre for remote surveillance. He is also involved in planning the recruitment strategies for the security officers.

Prior to joining the Group, Mr Goh began his career as an Engineer at Panasonic Factory Solutions Asia Pacific Pte Ltd in 2003. In 2006, he moved to Logicom Instruments Pte Ltd, where he worked as a Senior Engineer till 2007. From 2007 to 2009, Mr Goh was a Sales Manager at Certis CISCO Security Pte Ltd, where he was responsible for generating new sales for security systems, such as CCTVs intrusion detection systems, electronic access control systems and car park barrier systems.

Subsequently, he joined Security Distribution and Consultancy Pte Ltd from 2009 to 2010 as a Sales Manager before taking on the role of Business Development and Strategic Planning Manager at Pico Guards Pte Ltd from 2010 to 2011. From 2011 to 2013, Mr Goh served as the General Manager of Jasa Investigation & Security Services Pte Ltd, where he was responsible for developing and implementing strategic marketing plans and forecasts for security systems and security guarding services. Mr. Goh served as the Vice President (Systems) of the Security Association Singapore since 2016 and was elected President on 27 February 2025. The association, which represents security professionals and companies, is the largest in Singapore.

Mr Goh holds a Bachelor of Engineering (Electrical) from the National University of Singapore.

Mr Edmund How Chee Keong
Managing Director (Cybersecurity, Onesecure)

Mr How is the Managing Director of ONESECURE Asia Pte Ltd. He brings over 25 years of experience in cyber defence, intelligence, business development and crisis management. He was previously at Westcon, Juniper Networks and Dimension Data where he incubated new products and businesses in B2B tech. His passion is on investing in the next wave of technology innovation and providing unique value-added solutions to end customers.

Mr How served as the Executive Council and Treasurer with the Association of Telecommunications Industry of Singapore (ATiS), among other leadership responsibilities.

Mr How holds a Master of Business Administration from the University of Southern Queensland and a Bachelor of Computer Science from the University of London.

Mr James Koh Wan Kai
General Manager (Security Printing, Secura Singapore)

Mr Koh joined the Group in February 2022. He is currently a Director and General Manager of Secura Singapore Pte Ltd. Mr Koh is responsible for managing the security printing business segment.

Mr Koh started his career as an auditor and business consultant in an international accounting firm. He has more than 35 years of experience in managerial positions spanning various industries. Mr Koh was the Chief Financial Officer of SGX-listed Rowsley Ltd (now known as Thomson Medical Group Limited). Before joining the Company, he was the Executive Director and President of SGX-listed Avarga Limited (formerly known as United Pulp & Paper Limited).

Mr Koh holds a Bachelor of Accountancy from the National University of Singapore. He is a Fellow member of the Institute of Singapore Chartered Accountants.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SUSTAINABILITY REPORT

SUSTAINABILITY CONTENTS

ABOUT THE REPORT

Secura Group Limited ("**Secura**" or the "**Company**"), along with our subsidiaries (the "**Group**") is pleased to present our eighth annual Sustainability Report (the "**Report**") for the year ended 31 December 2024. This Report highlights how we address our material Economic, Environmental, Social and Governance ("**EESG**") considerations to create value for all stakeholders.

In this year's Report, we have included ONESECURE, a subsidiary acquired during FY2023, in our reporting scope to provide a fuller representation of its contributions to the Group's performance. This Report continues to focus on business operations where the Group has direct control, excluding joint ventures and associates.

For a list of entities included in this Report, please refer to **Appendix A**.

Reporting standards and frameworks

To ensure transparency and align with international best practices, this Report has been prepared in accordance with the Global Reporting Initiative ("**GRI**") Universal Standards 2021. This globally recognised framework is tailored to our business values and operations, providing stakeholders with a comprehensive overview of our sustainability efforts. In addition, this Report adheres to the ESG Reporting Guide outlined in Rules 711A and 711B of the Listing Manual Section B: Rules of Catalist of the SGX-ST ("**Catalist Rules**").

Please refer to **Appendix D** for the GRI Content Index.

Furthermore, this Report is prepared in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures ("**TCFD**"). We have adopted a phased approach aligned with the SGX-ST Practice Note 7.6 Sustainability Reporting Guide, focusing on specific areas of climate-related financial disclosures. This approach allows us to address key climate risk and opportunities relevant to our operations and business activities.

Please refer to **Appendix E** for the TCFD Recommendations Content Index.

Supporting UN SDGS

The 17 United Nations Sustainable Development Goals ("**UN SDGs**") form the backbone of the UN's 2030 Agenda, focusing on addressing global challenges to ensure a sustainable future for both people and the planet. As part of our sustainability strategy, we incorporate these goals, reflecting our commitment to meaningful action and our responsibility to contribute to long-term, tangible progress for communities and ecosystems worldwide.

Independent verification

While we have not sought external assurance for this Report, we have conducted internal data monitoring and verification to ensure the accuracy of the performance data disclosed. Additionally, we have engaged Baker Tilly Consultancy (Singapore) Pte Ltd to conduct an internal review of the sustainability reporting processes involved in preparing this Report.

Restatements

No restatements were made from the previous report.

Feedback

The electronic version of this Report can be assessed on the Company's website at the URL https://securagroup.com.sg/investors-and-media/ and the SGX's website at the URL https://www.sgx.com/securities/company-announcements.

Your feedback is invaluable to us. We encourage our stakeholders to share their perspectives, suggestions, and insights regarding this Report and our sustainability initiatives at ir@securagroup.com.sg.

SUSTAINABILITY REPORT

BOARD STATEMENT

To our valued stakeholders,

We are pleased to share our Sustainability Report for FY2024, outlining our progress over the past year. This Report highlights our achievements, the challenges we encountered, and our approach to sustainability.

Moving into our sustainability reporting journey, 2024 has been a significant year as we have adopted the TCFD framework to enhance our reporting on climate risks and opportunities, aligning with global standards.

We have also expanded the scope of our sustainability reporting to include our newly acquired subsidiary, ONESECURE, providing a more comprehensive view of our operations.

Sustainability requires responsible decision-making that balances short-term needs with long-term value for stakeholders. Our approach is guided by three key principles:

Act with integrity
In a world of rising complexity, we view trust as our greatest currency. We uphold strong governance, cybersecurity, and ethical practices to ensure every decision respects the trust you place in us.

Create a positive impact on society
Our people are the core of our business. We understand people are central to the mix. We develop innovative, sustainable solutions while fostering a culture that prioritises safety, responsibility and empowerment.

Build a low-carbon future
The climate crisis is not just a distant threat, it is a present reality. We focus on reducing emissions, minimising waste and improving energy efficiency. Our collaboration with iLOQ Oy, a Finnish leader in keyless and battery-free smart locking systems, reflects our commitment to sustainable innovation and industry progress.

Appreciation
In closing, we wish to express our sincere appreciation to all stakeholders for their unwavering trust and support. Their support drivers us to challenge the norm, find solutions and push boundaries.

Sincerely,
The Board of Directors

SUSTAINABILITY **REPORT**

SUSTAINABILITY GOVERNANCE

True sustainability requires a collective effort across the organisation. Led by our Board of Directors, the Sustainability Steering Committee ("**SSC**"), a multidisciplinary team of senior leaders, integrates sustainability into our strategic priorities. Meanwhile, the Sustainability Task Force ("**STF**"), comprising representatives from various departments, drives initiatives and monitors our EESG progress. Together, these groups ensure strong sustainability governance and alignment with our long-term objectives.

Board of Directors

- To incorporate sustainability issues as part of the Group's strategic formulation
- To validate, manage, and monitor EESG factors that are material to the business
- To approve the issuance of the Group's annual Sustainability Report

Sustainability Steering Committee

- Co-chaired by the CEO and CFO, with active participation from the heads of business units, to develop the Group's sustainability objectives and strategies
- To manage and monitor overall sustainability performance, and provide periodic updates to the Board

Sustainability Taskforce

- To implement sustainability initiatives across the Group
- To drive stakeholder engagement efforts throughout the year

All Staff

- To abide by Secura's core values and participate in Group-wide sustainability initiatives

SUSTAINABILITY REPORT

SUSTAINABILITY APPROACH

Our sustainability strategy is built on a vision, designed to address current challenges while strengthening long-term resilience. It is structured around three core pillars, reflecting the EESG elements that guide our operations, decision-making and collaborations with partners and stakeholders.

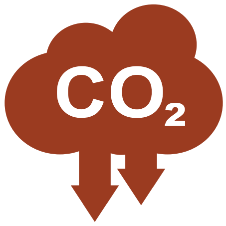
Sustainability is a continuous journey. With each step, we strengthen our foundation, drive progress, and set new benchmarks, demonstrating that business success can go hand in hand with positive impact.

Act with integrity

Embedding responsible business practices to safeguard and protect the value of our stakeholders.

Create positive impact for society

Driving socio-economic initiatives to promote diversity, equity, inclusion, and well-being for our customers, employees, communities, and wider society.



Build a low-carbon future

Taking steps to address climate change by mitigating its risks and capitalising on opportunities, while minimising our environmental impact.

STAKEHOLDER ENGAGEMENT

Our business thrives on the strong relationships we maintain with our stakeholders. These connections, built over time, are key to our success. We have identified our key stakeholder as those that have a significant impact, interest, and influence on our business, including our employees, customers, suppliers, trade unions and industry associations, shareholders, and government and regulators.

SUSTAINABILITY **REPORT**

Our SSC and STF engaged with stakeholders throughout the year using various communication channels. This ongoing dialogue helps us understand their concerns and expectations, allowing us to shape a more focused sustainability strategy. By aligning our efforts with stakeholder priorities, we ensure that our sustainability impacts are well-managed and responsive to their needs, as outlined in the table below.

Stakeholders		Key Focus Area	Engagement	Frequency
Employees	Our employees are our most important assets, and we invest in the welfare of our employees by listening and responding to their needs.	• Talent development and retention • Workplace health and safety • Fair and equitable employee benefits and welfare • Equal opportunities for learning and career development • Employee well-being	• Induction and training program • Employee meeting • Townhall • Performance appraisal • Social activity • Long service award • Bursary award	• On-going • On-going • Annual • Annual • As required • Annual • Annual
Customers	As a service provider, our customers are the cornerstone of our business. We are committed to safeguarding their assets and enabling their economic success.	• Transparency of pricing • Providing quality services • Meeting customers' service outcomes	• Customer satisfaction survey • Phone calls, emails, and meeting • Site-visit	• Contractual • On-going • On-going
Suppliers	We rely on our vendors and suppliers to deliver products and services of the highest quality, in line with internal, regulatory and accreditation standards.	• Fair and transparent negotiation • Active communication with suppliers • Availability of products and services • Ability to provide continuous support	• Regular meeting • Quotation and contract negotiation • Procurement process	• On-going • On-going • On-going
Associations and Unions	Our guarding and printing business segments have more than 800 staff who are considered low-wage workers. We support the Collective Agreement with the respective sector representatives on the terms and conditions of their employment.	• Fair employment practices • Strengthening tripartite collaboration and promoting social progress for the benefit of the Company and the workers • Building a strong labour management relationship based on mutual trust and respect	• Regular meeting • Phone calls and emails	• On-going • On-going

SUSTAINABILITY REPORT

Stakeholders		Key Focus Area	Engagement	Frequency
Shareholders	Our primary objective is to create value for our shareholders as the owners and providers of equity capital to the business. The Group is accountable to its shareholders and reports to shareholders and the public by effectively providing communication on our operational and financial performance.	• Economic performance • Compliance with laws and regulations • Corporate governance • Transparency, timely announcements • Business strategy and outlook	• Financial results • Investor relations presentation • Corporate website • Annual Report • General meeting	• Half-yearly • As required • On-going • Annual • Annual
Government and Regulators	Our business model relies on full compliance with all applicable laws and regulations. The Group engages with various government bodies on a continuous basis. Key government regulators include the Police Licensing & Regulatory Department ("**PLRD**"), the Monetary Authority of Singapore ("**MAS**") guidelines on cheque printing, the Ministry of Manpower ("**MOM**"), the Central Provident Fund ("**CPF**"), and the Inland Revenue Authority of Singapore ("**IRAS**").	• Compliance with relevant laws and regulations • Timely and accurate regulatory disclosures • Regular industry updates on changes in PLRD licensing requirements, employment laws and other regulatory requirements	• License application • Inspection • Reports on various performance indicators • On-going consultations with the relevant authorities	• Throughout the year

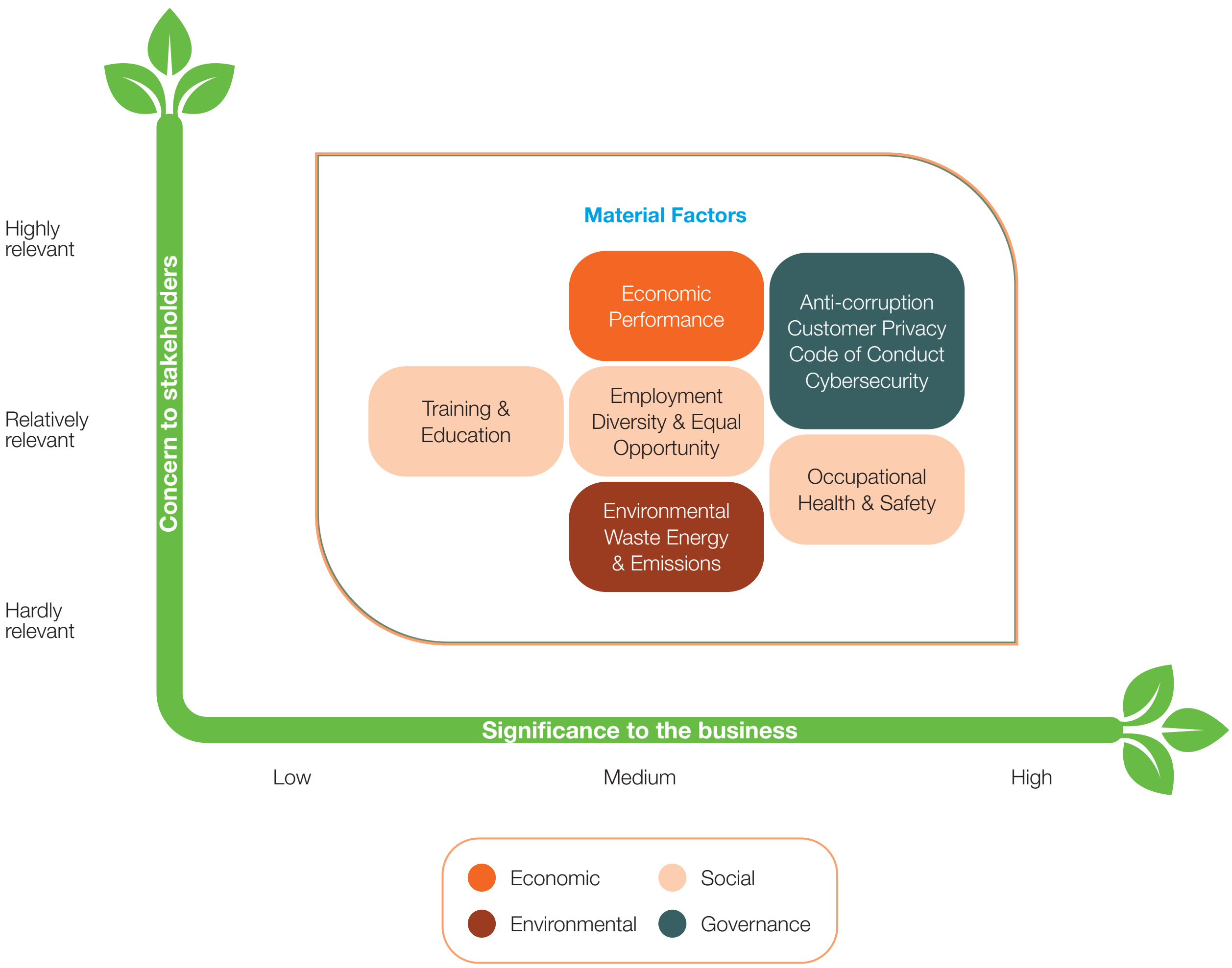
SUSTAINABILITY REPORT

MATERIALITY ASSESSMENT

We have previously defined material EESG topics to ensure alignment with our strategic vision and operational priorities. Identified through a structured assessment process, these topics reflect sustainability risks and opportunities that impact both short-term and long-term business goals.

In line with the GRI Universal Standards 2021, our approach focuses on two areas. First, we assess actual and potential impacts on the environment, economy, and society. Second, we consider how these impacts influence stakeholders' perceptions and decisions. This ensures that our material topics align with stakeholder expectations and are relevant to our business.

This year, we continue to maintain the material factors identified in the previous year, as they remain relevant in FY2024.



SUSTAINABILITY **REPORT**

The table outlines the key EESG factors, highlighting their relevance to both our business operations and our stakeholders' expectations.

ESG Factors	Why This Is Important to Our Business	Why This Is Important to Our Stakeholders	GRI Material Topics
Economic Performance	Economic downturns or shifts in market dynamics can affect pricing strategies, profitability, and overall demand for our services.	Stakeholders, including investors, employees, and customers are directly impacted by our financial performance, which influences business sustainability, job security, and confidence in our long-term value.	GRI 201: Economic Performance 2016
Code of Conduct and Ethics	Non-compliance with ethical standards may lead to reputational damage, legal issues, and a loss of business credibility.	Stakeholders expect us to operate with integrity and transparency. A strong ethical framework builds trust, reinforces accountability, and supports long-term stakeholder relationships.	Not applicable
Anti-corruption	Unethical practices could expose the business to regulatory action, financial penalties, and a damaged reputation.	Stakeholders want assurance that the Company upholds ethical business practices and robust governance, which reduce corruption risks and safeguard their interests.	GRI 205: Anti-corruption 2016
Customer Privacy	Mishandling of personal or client data could result in regulatory fines and erosion of customer trust.	Clients, employees, and regulators expect strong data protection practices. Responsible handling of personal data reinforces trust and demonstrates respect for individual privacy rights.	GRI 418: Customer Privacy 2016
Cybersecurity	Cyber threats pose a risk to service continuity and data security, potentially leading to operational disruptions and reputational harm.	As digital threats increase, stakeholders expect the Company to implement effective cybersecurity measures that protect sensitive information and ensure service reliability.	Not applicable
Employment	Labour-related risks, such as non-compliance with employment laws or poor working conditions, can lead to operational issues and reputational damage.	Stakeholders, especially employees and regulators, are concerned with fair employment practices. Ensuring decent work conditions supports employee well-being, retention, and organisational credibility.	GRI 401: Employment 2016
Diversity and Equal Opportunities	A lack of workplace diversity can limit innovation, affect employee morale, and weaken the Company's employer brand.	Stakeholders value inclusivity and equal opportunity in the workplace. A diverse workforce enhances innovation, reflects social responsibility, and fosters a more equitable Company culture.	GRI 405: Diversity and Equal Opportunity 2016
Training and Education	Inadequate skills development may reduce operational efficiency and the Company's ability to stay competitive especially in fast-evolving areas like cybersecurity.	Stakeholders expect the Company to invest in talent development. Training supports employee growth, strengthens organisational capability, and contributes to building a skilled workforce for the industry.	GRI 404: Training and Education 2016

SUSTAINABILITY **REPORT**

ESG Factors	Why This Is Important to Our Business	Why This Is Important to Our Stakeholders	GRI Material Topics
Occupational Health and Safety	Workplace accidents, especially in the security guarding segment, can lead to legal liabilities, operational disruptions, and lowered employee morale.	Stakeholders, particularly employees, clients, and regulators expect a strong commitment to workplace safety. Ensuring the well-being of security officers, who often operate in physically demanding environments, reinforces our duty of care and builds trust.	GRI 403: Occupational Health and Safety 2018
Carbon Footprint	Excessive carbon emissions can result in increased costs, tighter regulatory scrutiny, and damage to corporate reputation.	Clients, partners, and regulators are placing greater emphasis on environmental responsibility. Minimising emissions across our operations supports stakeholder expectations for sustainability and may influence procurement decisions or disclosure obligations.	GRI 305: Emissions 2016
Energy Consumption	High energy use increases operational expenses and contributes to carbon emissions, affecting sustainability targets.	Stakeholders expect responsible resource management. Efficient energy use demonstrates our commitment to reducing environmental impact, aligning with sustainability goals and broader climate action efforts.	GRI 302: Energy 2016
Waste Management	Improper waste handling can lead to regulatory non-compliance and higher disposal costs.	Environmental stakeholders and clients increasingly expect responsible waste management practices. Reducing and properly managing waste especially from printing operations helps preserve biodiversity, reduces pollution, and reflects environmental stewardship.	GRI 306: Waste 2020

SUSTAINABILITY REPORT

SUSTAINABILITY DEVELOPMENT GOALS

We recognise the importance of 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs) as a global framework for progress. Our sustainability strategy is centred on SDGs 8 (Decent Work and Economic Growth), 13 (Climate Action), and 16 (Peace, Justice, and Strong Institutions), which closely align with our operations and values.

By focusing on these areas, we aim to contribute meaningfully to the broader sustainable development agenda while addressing the specific needs of our business and the communities we serve. Through these efforts, we strive to create lasting value and build resilience in an increasingly dynamic global environment.

Goals	2030 Targets	Our Commitments	Our Material Topics
8 DECENT WORK AND ECONOMIC GROWTH	8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, particularly women migrants, and those in precarious employment.	We are committed to employee retention and cultivating a healthy, safe, and resilient workplace. We practice fair, merit-based, and non-discriminatory hiring practices. We believe in continuous learning and improvement for our employees, depending on their roles, to be provided with various training and development programs tailored to their development needs.	**People** • Employment (GRI 401) • Diversity & Equal Opportunities (GRI 405) • Training & Education (GRI 404)
		Our core businesses are bizSAFE STAR certified by the Workplace Safety and Health Council. Our security guarding and system integration businesses are International Standards Organisation ("**ISO**") certified for Quality (**ISO 9001**) and Occupational Health & Safety (**ISO 45001**).	**Workplace** • Occupational Health & Safety (GRI 403)
13 CLIMATE ACTION	13.2: Integrate climate change measures into national policies, strategies and planning.	We are committed to environmentally sustainable outcomes. We continuously strive to achieve an improved level of resource efficiency each year, thereby reducing our carbon footprint. We are also committed to practicing responsible waste management generated from our security printing operations.	**Environment** • Energy (GRI 302) • Emissions (GRI 305) • Waste (GRI 306)
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	16.6: Develop effective, accountable and transparent institutions at all levels.	We are committed to maintaining full compliance with applicable laws and regulations across social and economic areas to support their commitment, we have established policies, processes, and internal controls to support key business functions.	**Ethics and Compliance** • Anti-corruption (GRI 205) • Customer Privacy (GRI 418) • Code of Conduct • Cybersecurity

SUSTAINABILITY REPORT

ECONOMIC PERFORMANCE

Our business success depends on improving economic performance and increasing shareholders' returns.

In FY2024, revenue was S$58.7 million, 1.6% decrease from S$59.7 million in the previous year. The decrease was largely due to non-renewal of contracts in the security guarding segment. Gross profit margin increased from 12.0% to 17.0%, driven by higher margins in the cybersecurity segment and higher grant income under the Progressive Wage Credit Scheme, which offsets security guards' salaries.

Stakeholders	FY2023 (Reclassified)	FY2024
Direct Economic Value Generated (S$'000)		
Net sales	59,677	58,714
Revenues from financial investment[1]	263	343
Other operating income	2,226	2,362
Economic Value Distributed (S$'000)		
Operating costs	13,214	13,549
Employee wages and benefits	47,693	44,318
Finance costs	95	143
Dividends to shareholders	550	550
Income tax expense	229	258
Economic Value Retained[2] (S$'000)	**385**	**2,601**

For more details on Secura's economic performance in FY2024, please refer to the following sections in this Annual Report:

- Message to Shareholders (page 2)
- Financial Highlights (page 5)
- Operations and Financial Review (page 6)
- Financial Statements (page 104)

1 Inclusive of share of results and foreign currency translation of joint venture and associates.
2 Calculated as 'Direct Economic Value Generated' less 'Economic Value Distributed'.

SUSTAINABILITY REPORT

ETHICS AND COMPLIANCE

Management Approach

Ethics and compliance are fundamental to our organisation. We uphold the highest standards, ensuring full compliance with all laws and regulations governing our operations. This includes strict adherence to the PLRD on security licensing, the Personal Data Protection Act 2012 ("**PDPA**"), MAS regulations, and MOM standards.

However, compliance alone is not enough. Our integrity is built on a strong ethical foundation, guided by a strict Code of Conduct and Ethics and reinforced by policies on whistleblowing, anti-corruption, customer privacy, and cybersecurity. These policies reflect our commitment to doing what is right for our stakeholders, employees, and the communities we serve.

Integrity requires ongoing vigilance. We conduct annual internal compliance training to keep employees informed and aligned with our values. These sessions reinforced the trust placed in us and our responsibility to uphold it. By keeping our team equipped with the latest knowledge and fostering a culture of accountability and ethical behaviour, we ensure that compliance is not just a requirement but a shared commitment.

100%	ZERO	ZERO	ZERO
Participation rate in the Annual Conflict of Interest Declaration	**Major reported incidents of violations related to fraud, bribery or corruption**	**Significant security and data protection breaches**	**Cyber incidents**

Code of Conduct and Ethics

Our Code of Conduct and Ethics serves as a guide for ethical and responsible behaviour across the organisation. It reinforces accountability and responsibility and sets clear expectations for all employees at all levels. Without clear policies, there is a risk of misunderstandings that can lead to unethical practices and harm our reputation and trustworthiness.

We maintain a zero-tolerance policy towards any form of misconduct, including power abuse, bribery, and corruption. Strict measures ensure transparency and prevent conflicts of interest. Directors and employees are required to disclose any personal or business interests that could potentially conflict with the Group's interests, either annually or as soon as a conflict arises. This proactive approach safeguards our integrity and strengthens stakeholder trust.

In FY2024, we achieved our target of a 100% participation rate in the annual conflict of interest declaration, ensuring a transparent and comprehensive disclosure process and we strive to maintain this record in FY2025.

Whistleblowing and Anti-corruption Policy

Our Whistleblowing and Anti-Bribery Policies uphold the highest ethical standards. These policies are reviewed regularly to ensure they remain relevant and are accessible through our intranet, employee handbook, and corporate website.

The whistleblowing policy allows employees and stakeholders to report serious misconduct, including fraud, governance lapses, or ethical violations with full confidentiality. Whistleblowers are protected from retaliation, ensuring they can report concerns without fear of reprisal. Further details of our whistleblowing policy can be found in the Corporate Governance section within this Annual Report.

Our anti-bribery policy reinforces our zero-tolerance stance on corruption, bribery, and extortion. Strict approval limits govern gifts, entertainment and expenses to ensure transparency and prevent conflicts of interest.

In FY2024, there were no major reported incidents of violations related to fraud, bribery or corruption and we strive to maintain this record in FY2025.

SUSTAINABILITY REPORT

Customer Privacy

We handled sensitive personal data from customers, suppliers, shareholders, and employees with strict security measures. Any unauthorised disclosure of this data can have serious legal consequences and undermine stakeholder trust. Data breaches also pose risks to individuals, including identity theft and social engineering, both of which can have devastating effects on personal security and the broader integrity of our operations.

Our PDPA Policy sets clear guidelines for responsible data management and protection. Publicly accessible on our website, it provides a framework to safeguard against breaches and uphold the highest standards of data protection. Compliance with this policy is overseen by our Data Protection Officer ("**DPO**"), with particular focus on areas handling large volumes of personal data, such as the security guarding division, where visitor data is managed daily.

To reinforce compliance, we conduct regular briefings for all security personnel on the importance of safeguarding visitor information and ensuring that it is handled appropriately. Key staff members across all departments receive annual training on data protection laws and best practices, ensuring they remain vigilant and well-equipped to prevent breaches. In addition, our DPO conducts routine on-site audits to assess compliance with the PDPA policy and address any potential gaps or weaknesses.

We are pleased to share that there were no substantiated complaints received concerning breaches of customer privacy, nor any identified leaks, thefts, or losses of customer data in FY2024. We will continue working towards zero significant security and data protection breaches for the Group in FY2025.

Cybersecurity

Protecting digital assets and confidential data is a critical responsibility, particularly in our security printing division, which handles sensitive financial records. A cyber breach could compromise confidentiality, data integrity and legal compliance.

To mitigate these risks, our security printing division undergoes regular evaluations to ensure control processes are effective and comply with industry standards. Since 2016, we have adhered to the Association of Banks in Singapore's ("**ABS**") "ABS Guidelines on Control Objectives & Procedures for Outsourced Service Providers", and we continue to meet these stringent requirements. Monthly vulnerability scans and annual penetration testing are conducted to assess and strengthen our network and security systems.

In addition to meeting industry standards, the Group has implemented cybersecurity measures to protect our network, devices, programs, and data from digital threats. These measures include:

- Routine reviews of the Group's IT infrastructure and vulnerability assessments
- Configuration and regular maintenance of a firewall on our servers
- Installation of anti-virus protection software on all the Company's laptops
- Software installation restrictions on all the Company's machines
- Regular policy briefings and cybersecurity training for employees

We have also developed an Incident Response Plan designed to improve our ability to detect and respond to cyber threats. Our Management Information System team actively monitors operations for signs of unauthorised access or data breaches.

No cyber incidents have been reported in FY2024 and we remain committed to maintaining strong cybersecurity practices in the coming year.

SUSTAINABILITY REPORT

OUR PEOPLE

Management Approach

Our people are the foundation of our success. Every day, they drive the organisation forward, and we recognise that investing in their development and well-being is essential.

We are committed to fostering a positive and inclusive workplace where every individual feels valued and heard. Through regular training, development programs, and a culture that promotes diversity and equal opportunity, we ensure that our employees are engaged and empowered to reach their full potential. A respectful and supportive work environment encourages innovation, collaboration and high performance.

Workplace safety is also a priority. We implement strict safety protocols, conduct comprehensive training programs, and carry out regular safety reviews and reinforce a culture where safety comes first.

On 24 July 2024, at the Security Officers Day Awards 2024 organised by the Singapore Security Industry Awards ("**SSIA**"), we were recognised for our contributions to the security profession. Our subsidiary, SPL, was honoured with the Golden Circle Best Employer Award. Additionally, one of our Chief Security Officers received the SAS President's Medal of Professionalism, while eight of our Security Officers received Outstanding Officer Awards, across various ranks from Security Officers to Senior Security Supervisors. These awards reflect the dedication and professionalism of our team in delivering exceptional service.

Beyond our security guarding division, our cybersecurity team continues to excel, maintaining its position as one of the top Managed Security Service Providers (MSSPs) for three consecutive years. This achievement reflects the expertise, commitment, and continuous efforts of our cybersecurity professionals in delivering high-quality security solutions to our clients.

Moving forward, we remain committed to investing in our people, and providing them with the necessary resources, support, and opportunities for growth.

SUSTAINABILITY **REPORT**

Employment

30%	11.2	58.8	5.2
Female Employees	**Average training hours for Security Officers**	**Average OJT hours for Security Officers**	**Average training hours for Non-security Officers**

In FY2024, our permanent employee count decreased by 13% from 1,071 to 930 primarily due to non-renewal of security guarding contracts, in line with operational adjustments. Among these employees, 23% are union members. The predominant portion of our workforce comprises security officers, making up 86% of our total headcount.

To remain nimble and agile in managing our security guarding workforce, we have incorporated options such as deploying relief officers and outsourcing certain sites to external contractors. This allows us to adjust staffing based on operational needs while ensuring service continuity.

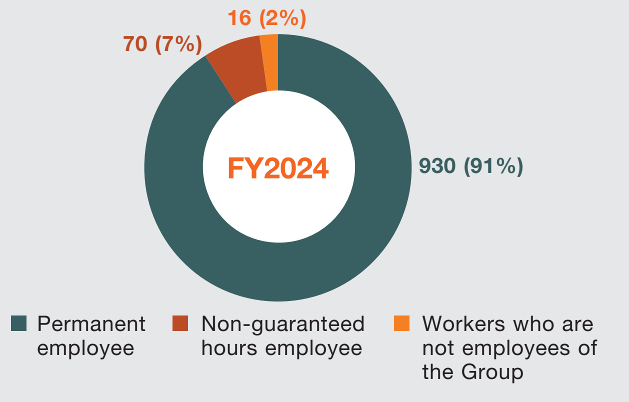
Non-guaranteed hours employees

Throughout the year, we deployed 70 full-time equivalent ("**FTE**") relief officers across various sites to ensure sufficient manpower coverage. As non-guaranteed hours employees, their working hours are flexible and assigned on an ad-hoc basis to align with operational demands. These employees do not receive the full range of benefits provided to permanent employees, except for the benefits mandated under the Workplace Injury Compensation Act.

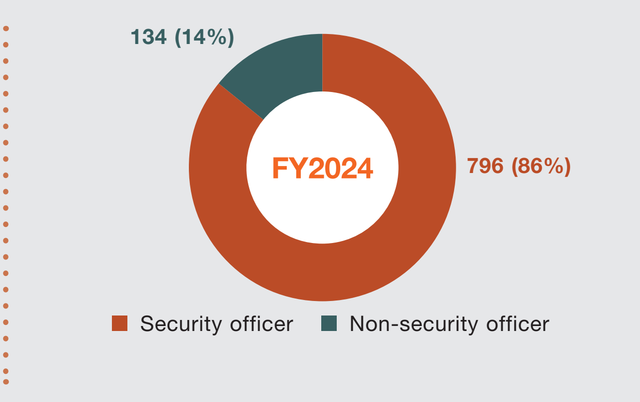
Workers who are not employees and whose work is controlled by the organisation

To further support our security guarding operations, we engage outsourced contractors to supplement our workforce. In FY2024, we deployed 16 FTE outsourced security officers through these contractors. While employed externally, these officers report directly to the Company, with their work scope managed and overseen by us.

Workforce Profile by Employment Type



Workforce Profile by Employment Role



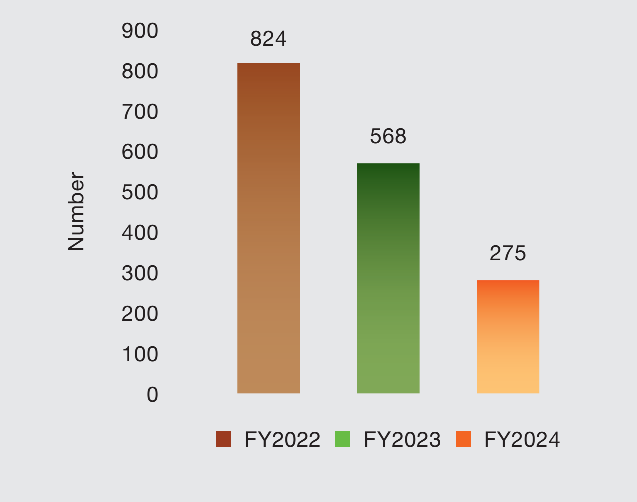
New hires and turnover

In FY2024, we onboarded 275 new employees, a 52% decrease from 568 in FY2023. Among them, 238 were security officers. As a result, our average monthly new hire rate stood at 2.3%, down from 4.6% the previous year. Meanwhile, 429 employees resigned in FY2024, an improvement from 477 resignations in FY2023. This resulted in a lower average monthly turnover rate, which fell from 3.8% to 3.6%. This reflects a more stable workforce, supported by our ongoing efforts in engagement, training and workplace initiatives and operational adjustments to align with business needs.

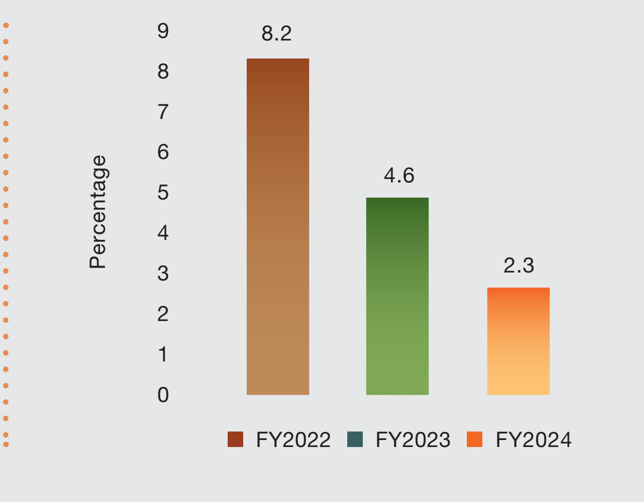
The fluctuation in security officer hiring reflects the dynamic nature of the industry where demand for security personnel varies based on business growth, client requirements, and market conditions. Despite these fluctuations, we remain focused on maintaining a skilled and well-equipped security team to meet the operational needs.

SUSTAINABILITY **REPORT**

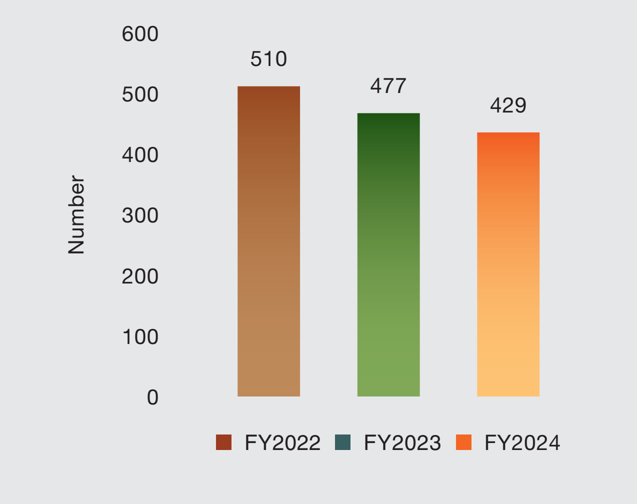
New Hires



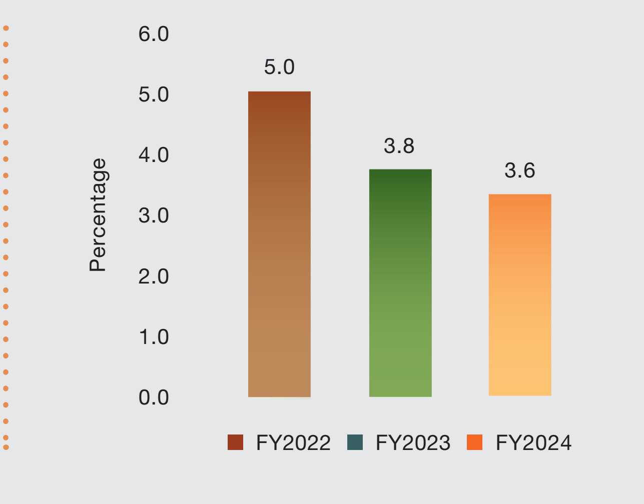
Average Monthly New Hire Rate[3]



Employee Turnover



Average Monthly Employee Turnover Rate[4]



Diversity and Equal Opportunities

Board Independence and Diversity

The Group's Nominating Committee upholds a transparent and structured process for appointing directors, ensuring a well-balanced and diverse Board. For more details on our policy, please refer to the Corporate Governance section of this Annual Report.

3 Calculated by dividing the total number of new hires during the financial year by the average number of employees over 12-month period, then multiplying the result by 100.

4 Calculated by dividing the total number of employee turnover during the financial year by the average number of employees over 12-month period, then multiplying the result by 100.

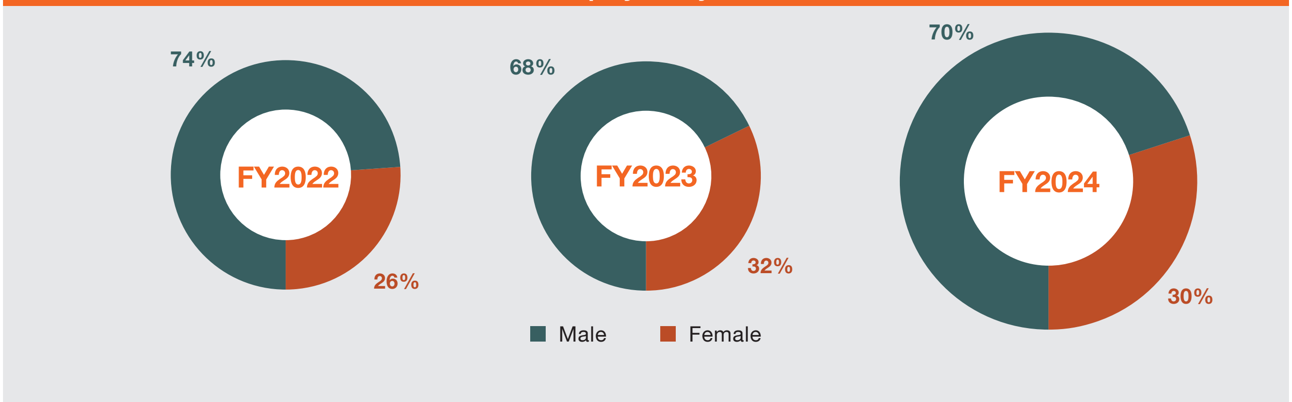
SUSTAINABILITY **REPORT**

Employee Diversity

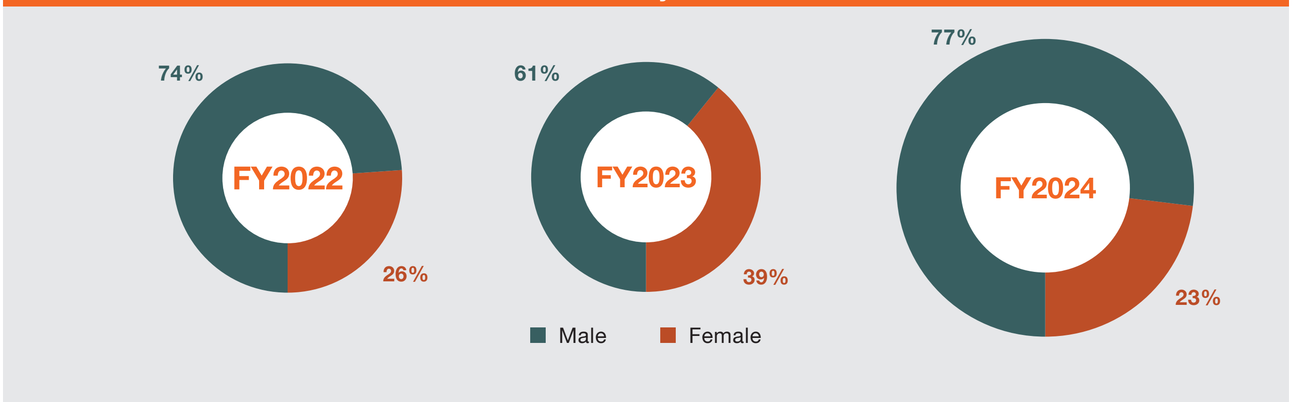
We recognise the importance of equal opportunities and are committed to cultivating a diverse and inclusive workforce. Our goal is to create an environment that values different ages, experiences, backgrounds, and genders.

In the security guarding sector, the industry remains predominantly male. As a result, 70% of our total workforce is currently male, in line with broader industry trends.

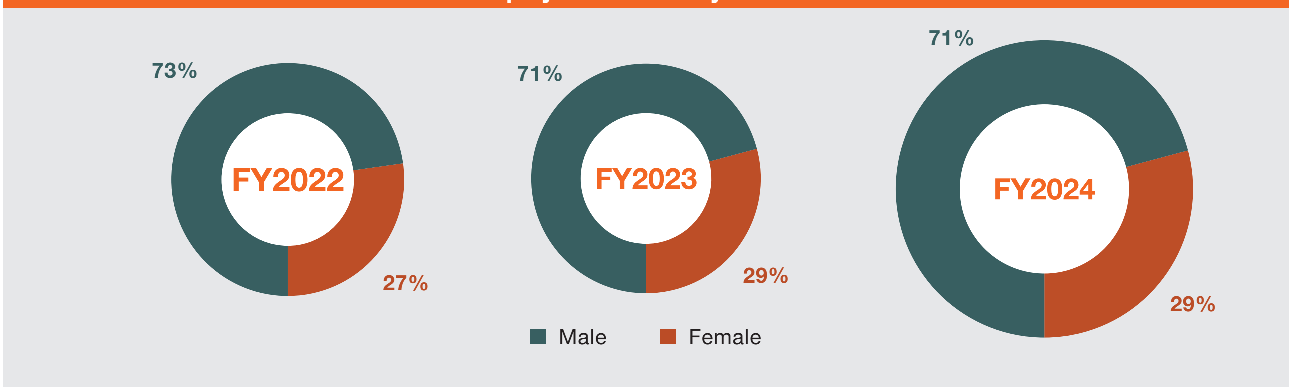
Total Employees by Gender



New Hires by Gender[5]



Employee Turnover by Gender[6]



We are committed to renewing our workforce while promoting age diversity to foster an environment where individuals at different career stages contribute their skills and experiences. Ensuring a balanced age representation strengthens workplace culture, encourages innovation and supports long-term success.

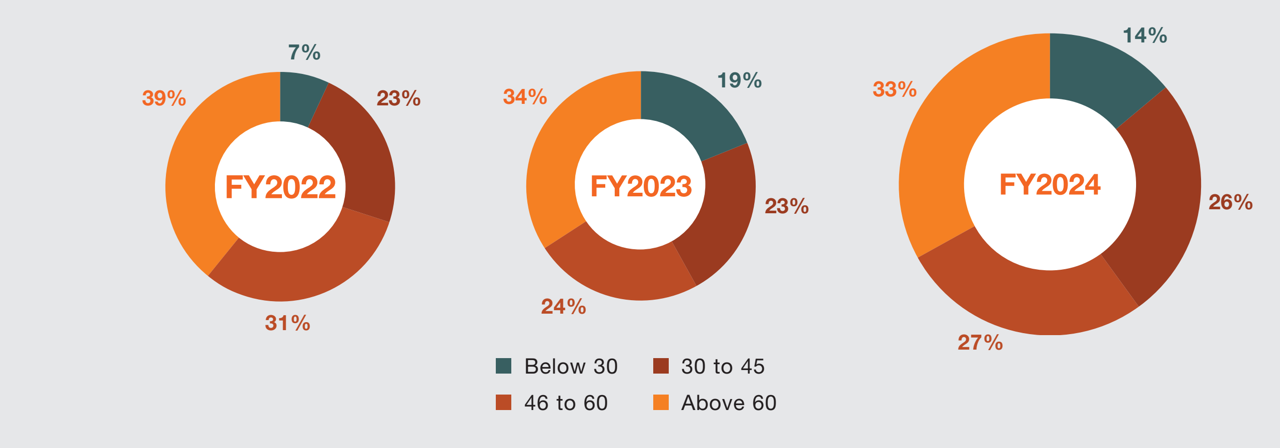
5 Calculated by dividing the total number of new hires of a specific gender during the financial year by the overall number of new hires in that period.

6 Calculated by dividing the total number of employee turnover of a specific gender during the financial year by the overall number of employee turnover in that period.

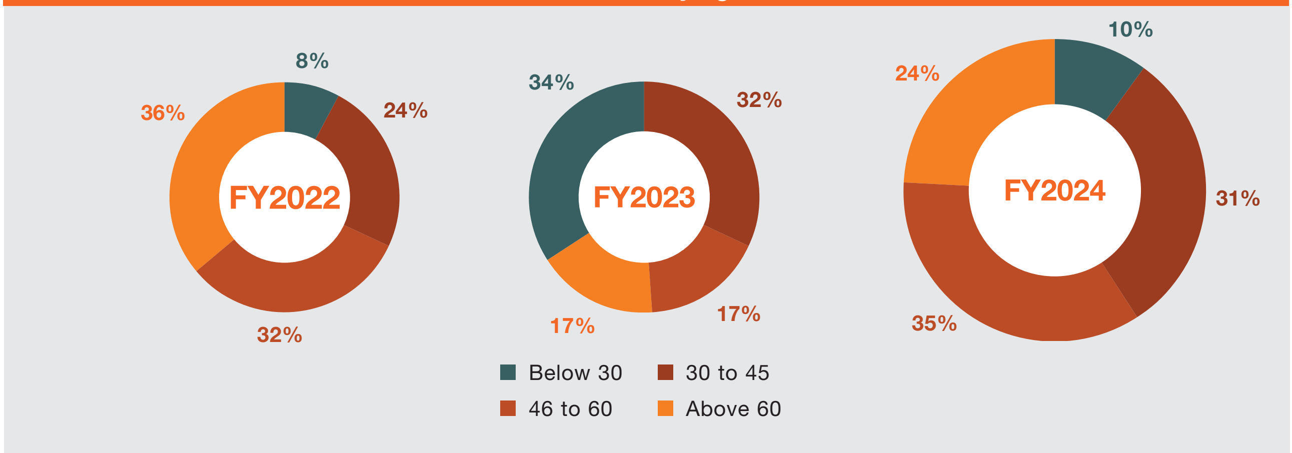
SUSTAINABILITY **REPORT**

In line with the Tripartite Guidelines on Re-employment of Older Employees, we continue to re-employ employees beyond their statutory retirement age. In FY2024, 261 employees were re-employed, accounting for 28% of our total workforce, reflecting our commitment to supporting older employees and valuing their experience.

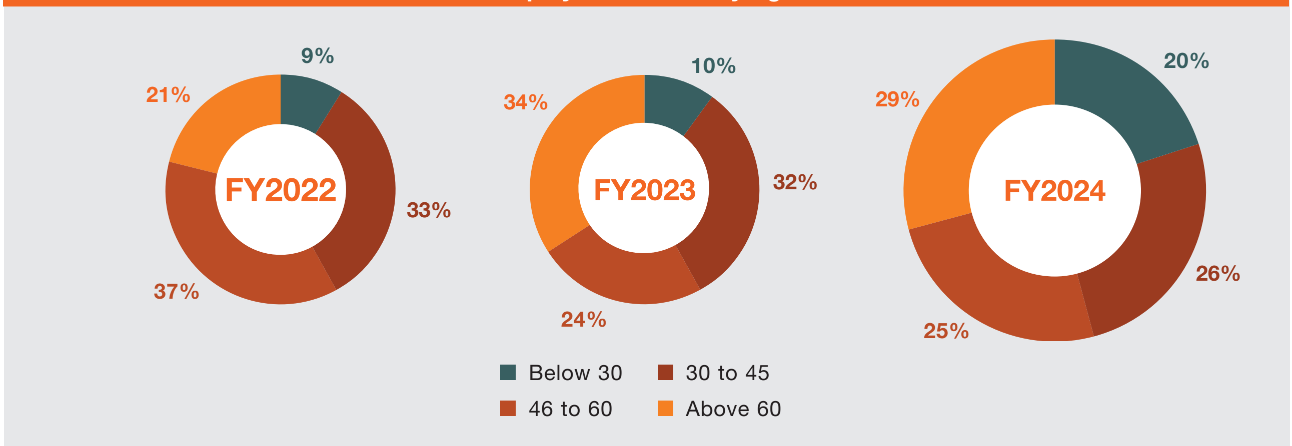
Total Employees by Age



New Hires by Age[7]



Employee Turnover by Age[8]



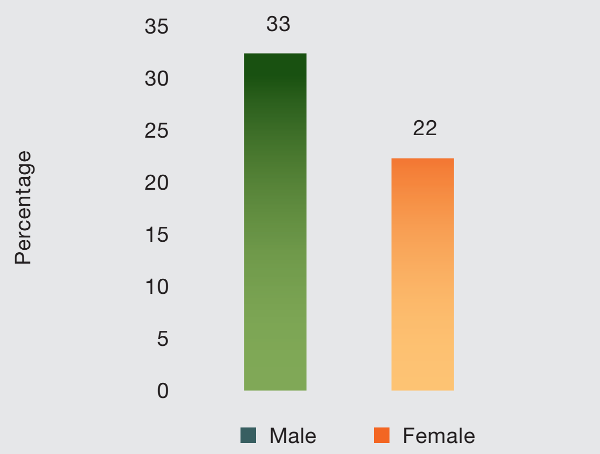
7 Calculated by dividing the total number of new hires in each age group during the financial year by the overall number of new hires in that period.

8 Calculated by dividing the total number of employee turnover in each age group during the financial year by the overall number of employee turnover in that period.

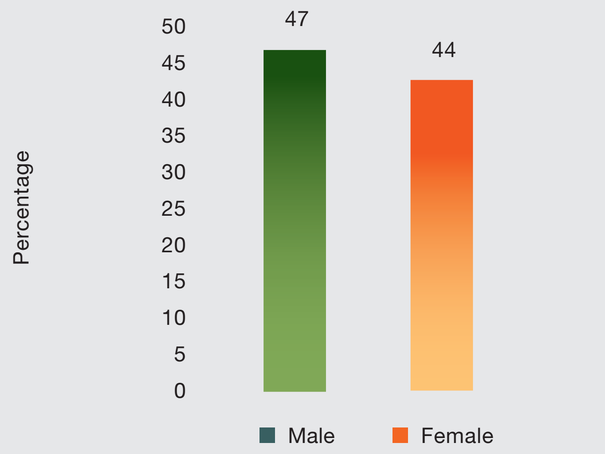
SUSTAINABILITY **REPORT**

The following graphs illustrate the proportion of new hires and resignations by gender and age group, relative to the total number of employees in each category in FY2024. These insights help track gender diversity, assess the effectiveness of recruitment and retention strategies, and support data-driven decision-making to promote a more inclusive workplace.

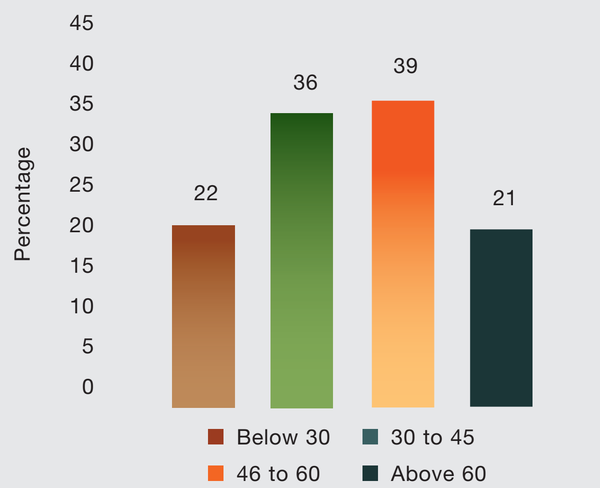
New Hires within Gender Group[9]



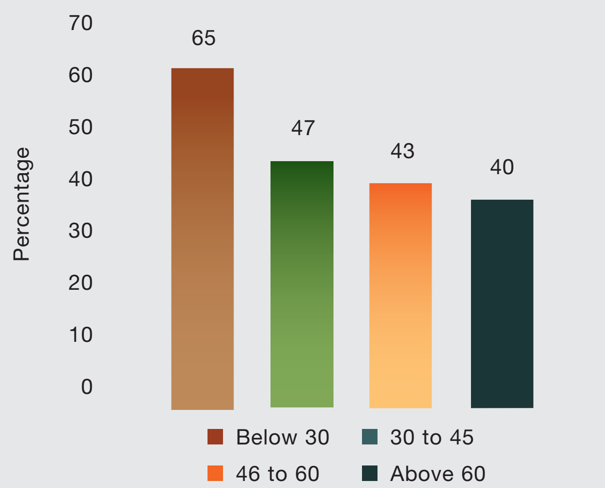
Employee Turnover within Gender Group[9]



New Hires within Age Group[10]



Employee Turnover within Age Group[10]



We recognise the importance of contributing to society by creating employment opportunities for disadvantaged groups. In FY2024, our cybersecurity segment welcomed an employee with a disability, reinforcing our efforts to foster a diverse and inclusive workplace.

In addition to inclusive hiring, we supported the Society for the Physically Disabled ("**SPD**") through a donation, further demonstrating our dedication to community engagement and workforce inclusion.

9 Calculated by dividing the total number or new hires/employee turnover of a specific gender during the financial year by the total number of employees of that gender in that period.

10 Calculated by dividing the total number of new hires/employee turnover in each age group during the financial year by the total number of employees in the same age group in that period.

SUSTAINABILITY REPORT

Training and Education

We recognise the importance of training and development in supporting employees' skills, upskilling opportunities and career progression. Providing continuous learning ensures they can perform their roles effectively and contribute to the organisation's overall growth. During the reporting period, all employee participated in performance and career development reviews to align their development with business needs.

Training and development program for security officers

We are committed to supporting the professional development of our security officers through structured training programs. These programs are tailored to align with the Progressive Wage Model, ensuring officers acquire the necessary skills to perform their role effectively.

In FY2024, security officers received an average of 11.2 hours of training, exceeding the minimum training target of 7 hours. This training helps them stay prepared for the evolving demands of their roles.

Examples of some training attended are as follows:

- Basic First Aid with CPR and AED Course
- Crowd and Traffic Control Management (Conduct Crowd and Traffic Control)
- Deterrence (Perform Security Duties in Protected Areas and Protected Places)
- Guard and Patrol (Supervise Security Officers)
- Respond to Fire and Hazmat Emergency
- Respond to Fire and Incidents in the Workplace
- Respond to Fire Emergency in Buildings
- Security Operation Compliance (Perform Supervisory Duties within Legal Framework)
- Security Screening Management (Conduct Security Screening of Person and Bag)
- Security Screening Management (Conduct Security Screening using an X-ray machine)
- WSQ Apply Workplace Safety and Health in Process Plant

In FY2024, in addition to structured training, we also provide non-structured training through On-the-Job Training ("**OJT**"). The average OJT hours per officer increased from 44.1 hours in FY2023 to 58.8 hours in FY2024.

While setting a standard target for OJT hours may not be feasible due to the varied nature of job roles, individual learning speeds, and diverse skill levels, we continue to monitor and track individual training progress. This ensures effective skill development and support officers' growth.

SUSTAINABILITY REPORT

Training and development program for non-security officers

We are dedicated to equipping our non-security officers with the skills and knowledge needed to perform effectively in their roles. Training is delivered through a combination of general development program, competency-based learning, and specialised training. For example, our operations and finance support staff enhance their skill through hands-on workshops, industry seminars and conferences. In FY2024, the average training hours for our non-security officers decreased to 5.2 hours from 7.7 hours in FY2023. Despite this, we remain focused on providing relevant training that aligns with their roles. Below are some of the internal and external training sessions that contributed to this year's development efforts:

Training sessions	Participants
Company-wide Program	
Corporate orientation	All new employees
Annual performance appraisal briefing	All managers and HODs
Control and Compliance	
Compliance workshop	All non-security officers at the headquarter and printing business
Sustainability workshop	HODs and executives
PDPA Refresher workshop	All non-security officers at the headquarter and printing business
Singapore Employment Law	HR team
Retirement & Re-employment Act	HR team
Master MOM Employment Pass (EP) Regulations	HR team
Operation, Integrated Command Centre team and Human Resource Integrated Training	Relevant department representatives
Other Specialised Courses	
Power BI Training Program-Basic Introduction	HODs and executives
GRI Sustainability Reporting: Scope 3	Finance team
Financial Reporting Update 2024	Finance team

Operations, SICC and Human Resource integrated training

SUSTAINABILITY **REPORT**

OUR WORKPLACE

Employment Engagement

As part of our efforts to engage employees and create a sense of community, we organised activities that bring employees together beyond the workplace. These initiatives help to foster team spirit and create a positive work environment.

As part of these efforts, we held a Lunar New Year ("**LNY**") celebration to bring festive cheers and create a joyful experience for employees. A traditional lion dance, a vibrant display of cultural heritage, added to the festive atmosphere and strengthened community bonds.

In addition to the LNY celebration, we hosted a range of events that brought employees together, including bowling and karaoke night, national day celebration and participation in the SPD 60th Anniversary Ability Walk.

The Bowling and Karaoke Night, themed "*Strike Up the Music Night*", combined friendly competition with music and entertainment, creating a fun and engaging atmosphere for employees. Our National Day celebration fostered a sense of pride and camaraderie, with employees dressed in red and white and a special luncheon hosted by our CEO. Beyond internal events, we also took part in the SPD Ability Walk, supporting inclusivity and raising awareness for individuals with physical disabilities.

To close the year, we came together for a year-end celebration, where employees enjoyed an evening of food, games, and a highly anticipated lucky draw. The event provided a chance to reflect on achievements, celebrate milestones, and strengthen connections.

Participation in SPD Ability Walk 2024

Bowling and Kararoke Night

Recognising dedication and supporting education

We value the dedication and contributions of our employees and recognise those who have remained committed to the company through the Long Service Awards. This year, we honoured 38 employees whose skills and expertise have contributed to the Company's growth and success. These awards are a token of appreciation for their years of service and the impact they have made in the organisation.

Beyond recognising long-standing service, we also support the future of our employees and their families through education. We believe that education can create opportunities and our Bursary Awards programme reflects this by supporting the children of our security guarding officers in their academic pursuits. This year, we awarded bursaries to 100 recipients, contributing over S$25,000 to help ease the financial burden of education.

SUSTAINABILITY **REPORT**

Industry recognition

This year, our dedication to excellence in the security industry was recognised at the Singapore Security Industry Awards ("**SSIA**"). SPL was honoured as one of the top performers in the security sector, reflecting our commitment to high-quality security services and upholding industry standards. We received awards across multiple categories, recognising our expertise in various security domains:

Security services

- Best Security Agencies (Commercial)
- Best Security Agencies (Industrial)
- Best Security Agencies (Residential)
- Best Security Agencies (Events Management)

Security solutions & training

- Best Systems Integrator Firm
- Best Private Security Training Organisation

Site visit to our security officers conducted by HR team

Employee Well-being

We believe that the well-being of our employees is essential to our collective success. A healthy and engaged workforce contributes to productivity and a positive work environment. To support this, we provide various wellness initiatives, work-life balance programs, and direct engagement efforts to ensure our employees feel valued and supported.

Our security officers, who make up 86% of our total workforce, play a critical role in delivering essential security services to clients. Given the demanding nature of their work, our HR and Operations teams conduct regular site visits to check in with officers, ensure their well-being and address any concerns they may have. As part of these efforts, we look for simple yet meaningful ways to show appreciation. For example, during these visits, officers were given fresh apples or fruits, a small but thoughtful gesture to support their well-being while promoting healthy habits.

Beyond security officers, we also extend our well-being initiatives to the rest of our workforce. We organised mobile health screenings, providing non-security officers with convenient access to essential health checks. These screenings reflect our broader approach to workplace wellness, ensuring employees across all roles have the support they need to maintain their health.

Employee Benefits

We provide a comprehensive benefits package for full-time employees, including medical and dental consultations, health screenings, insurance coverage, and hospitalisation benefits. In line with the Ministry of Social and Family Development's guidelines, we also offer family-related leaves, such as maternity, paternity, and childcare leave.

Singapore Security Industry Awards Ceremony on 15 November 2024

SUSTAINABILITY **REPORT**

In FY2024, four male and one female staff member were entitled to parental leave, and all of them took their leave during the year. They returned to work within the reporting period, with all four male employees remaining in continuous employment for at least 12 months after their return.

To support work-life balance, we also offer 'birthday off' leave for non-security officers, giving them the opportunity to enjoy a break on their special day.

Annual health screening

Occupational Health and Safety

Ensuring a safe and supportive workplace goes beyond physical protection, it also includes safeguarding employees' emotional and psychological well-being. To uphold this, we have established a Workplace Health and Safety ("**WHS**") framework that applies across all areas of our operations.

This framework is implemented through Safety Committees within each business unit, responsible for identifying potential hazards, assessing risks and investigating incidents. Regular site inspections are conducted to ensure adherence to safety protocols. To encourage a proactive safety culture, we have also implemented an anonymous reporting system, allowing employees to raise concerns without fear of reprisal. This approach fosters transparency and accountability, helping us continuously improve workplace safety.

Fire drill briefing

In FY2024, our workforce contributed a total of 2,789,934 hours. As part of our ongoing safety efforts, we conducted risks assessment for both our security guarding and printing production operations, identifying trips and falls as the most common hazards.

To mitigate these risks, all security officers undergo comprehensive safety training before deployment to client sites. These sessions equip our officers with the knowledge and skills needed to recognise, assess and manage workplace hazards. This proactive approach enhances their preparedness and ensures they can perform their duties safely.

Ang pao distribution to security officers

Safety Protocols for Security Guarding

To enhance emergency preparedness, we have implemented an Emergency Preparedness and Response Policy to ensure a coordinated and immediate response during critical incidents. Each site has a dedicated Emergency Response Team ("**ERT**"), which includes a main controller, first aider (when applicable), incident controller, and designated warden rescuer, depending on site requirements.

Our officers are trained to report incidents promptly to their supervisor, triggering ERT activation if needed. The policy includes protocols for handling firearms threats, fire-related emergencies and crisis situations, guided by the "Run, Hide, and Tell," principle to prioritise personal safety.

Additionally, we have a structured Incident Investigation Policy, ensuring that all incidents are reviewed to determine root causes and implement preventative measures, reinforcing our focus on continuous improvement in workplace safety.

SUSTAINABILITY REPORT

Proactive Measures for Safety

To maintain a high standard of health and safety, we implemented the following measures:

- Safety Induction Training – Conducted before employees begin assignments at specific sites.
- Personal Protective Equipment (PPE) – Provided based on site conditions, including safety boots, gloves, masks, earplugs, goggles, high-visibility vests, traffic sticks, and weather protection gear.
- Regular Safety Briefing – Conducted by supervisors to keep employees informed of the latest safety protocols.
- Fire Drills – Carried out periodically to ensure employees are familiar with emergency evacuation procedures.

Alongside these measures, supervisors within each business unit conduct regular safety briefings to keep employees updated on the latest health and safety protocols. In addition, fire drills are carried out periodically to help employees familiarise themselves with emergency evacuation procedures, ensuring they are well-prepared to act swiftly in the event of a fire or any other emergency.

We also extended safety oversight to subcontractors, ensuring they receive proper safety briefings and meet all the insurance and compliance standards under the Workplace Safety and Health Act ("**WSHA**") regulations.

Accreditations and Certifications

Both of our core operating entities have achieved bizSAFE Star certification, the highest accreditation awarded by the Workplace Safety and Health Council. Additionally, two of our core operating entities are also ISO 45001 certified, demonstrating adherence to international workplace safety and health standards.

ZERO

High – consequence work-related injuries and fatalities

This year, the overall work-related injuries rate[11] has seen a slight increase, rising from the 12-month average rate of 0.5 in FY2023 to 0.6 in FY2024. During the reporting period, the security guarding segment recorded nine work-related injuries, eight of which were attributed to slips and falls. Each incidents was promptly handled by the ERT team and reported to the MOM. Corrective measures have since been implemented to prevent similar occurrences.

No work-related injuries were reported in other business segments. To further enhance safety, we continue to provide regular briefings on personal safety, workplace housekeeping, appropriate footwear, and adjusting walking pace on slippery surfaces.

Our focus remains on strengthening safety protocols through continuous training and awareness efforts to reduce injury rates. We strive to maintain our record of having zero high-consequence work-related injuries and fatalities in the workplace.

11 Calculated by multiplying the number of work-related injuries by 200,000, then dividing by the total number of hours worked.

SUSTAINABILITY REPORT

OUR ENVIRONMENT

Management Approach

We recognise the environmental impact of our industry and the role we play in addressing climate change. In particular, our printing operations generate paper waste daily, presenting an opportunity to sustainable practices that minimise waste and improve efficiency.

We remain focused on reducing our environmental footprint by implementing initiatives to cut paper waste and adopting energy-conscious strategies to manage fuel consumption, electricity use, and carbon emissions. By integrating sustainability into our operations, we aim to enhance efficiency while contributing to a more sustainable and resilient environment.

6.4	0.4	12.8	5.7
Carbon Emissions Intensity ($kgCO_2e$/sq ft)	**Fuel Consumption Intensity (ℓ/sq ft)**	**Electricity Usage Intensity (kWh/sq ft)**	**Waste Generation Rate (%)**

Task Force on Climate-Related Financial Disclosure

We recognise the urgency of climate change and the immediate need for action. Therefore, we are fully committed to partnering with our stakeholders to counter its effects on the environment and society. Our goal is to actively tackle climate-related challenges while staying true to our principles of environmental responsibility. This section of our Report highlights our initiatives to address climate risks and embrace the opportunities they bring. By aligning with the TCFD's recommendations, we are not just adapting to change – we are forging a path towards a future where climate resilience and sustainable success are integral to everything we do.

Governance

The Board has the overall responsibility for sustainability reporting and has incorporated sustainability factors into the Group's business and strategy. It oversees and approves the Group's sustainability policies, practices, and performance disclosures.

Supporting the Board, the SSC drives climate sustainability efforts by ensuring the implementation of sustainability initiatives and action plans across the Group's operations. The SSC also keeps the Board updated on the latest reporting requirements and provides insights into the Group's sustainability performance, as well as climate-related risks and opportunities.

For further details, refer to the Sustainability Reporting Committee Structure on page 17 of the Report.

Group Strategy

The Group's main business segments, namely, Security Guarding, Security Printing and Cybersecurity, operate primarily in Singapore, where the tropical climate and evolving regulatory landscape present both challenges and opportunities. These risks are categorised as physical risks and transition risks, each requiring a targeted approach to ensure the resilience of our operations.

Physical risks stem from Singapore's climate and can be categorised into acute risks and chronic risks. Acute risks include heavy rainfall and localised flash floods, which can disrupt operations and affect service delivery, such as challenging the performance of officers in the guarding segment. Chronic risks include consistently high humidity, which can degrade materials like paper and ink in the security printing business, leading to long-term operational challenges and increased operational costs.

Transition risks arise from stricter environmental regulations, such as carbon pricing and compliance requirements, shifting client preferences for sustainable services, and technology risks associated with adopting new, energy-efficient systems or upgrading infrastructure. These risks can increase operational costs and require significant investment but also provide opportunities to innovate, enhance efficiency, and align our offerings with sustainability goals.

To address these challenges and capitalise on opportunities, the Group has taken a proactive approach by integrating climate considerations into its business strategy and financial planning across short, medium and long-term horizons. These actions aim to mitigate physical and transition risks while ensuring operational resilience and long-term sustainability.

SUSTAINABILITY REPORT

The table below summarises the key risks, their impact on each business segment, along with the mitigating actions and opportunities for us.

Business Segment	Risks We Face	Mitigating Actions and Opportunities for us
Security Guarding	**Physical Risks** • Extreme weather events, such as heavy rainfall or flash floods, may disrupt guards deployment, delay response times, and hinder service delivery, potentially impacting client satisfaction and contract retention, which could lead to high liquidated damages. **Type**: Acute risk **Time horizon**: Short-term • Prolonged exposure to heat and humidity can lead to reduced officer performance and increased health risks, resulting in higher absenteeism and rising operational costs, including increased medical expenses and overtime wages to cover absences. **Type**: Chronic risk **Time horizon**: Short to medium-term	• The Company will continue optimising its flexible shift allocation system to adapt deployments based on weather conditions, ensuring minimal disruption to operations and preventing service disruptions that could result in liquidated damages. The on-call backup team will remain in place to provide immediate coverage for officers unable to report for duty. Additionally, contingency deployment plans will be continuously reviewed and refined to enhance responsiveness, allowing for the quick reassignment of guards from lower-priority sites to critical locations during extreme weather events. **Type**: Operational resilience **Time horizon**: On-going • To address heat-related risks, the Company will work with clients to implement shaded rest areas or cooling zones at high-exposure sites and develop tailored heat management protocols, including staggered breaks and structured hydration schedules. Where possible, the Company will advocate for air-conditioned guard posts to improve officer comfort and ensure proper ventilation in enclosed security stations. Hydration stations will be set up at security posts, providing officers with continuous access to water to prevent dehydration. **Type**: Operational resilience **Time horizon**: Short to medium-term

Sustainability Reporting workshop conducted by Crowe Singapore

SUSTAINABILITY **REPORT**

Business Segment	Risks We Face	Mitigating Actions and Opportunities for us
	Transitional Risks • Stricter environmental compliance requirements may necessitate additional training, enhanced reporting, and operational adjustments, leading to increased costs. **Type**: Policy and legal **Time horizon**: Medium-term • The future adoption of AI-powered virtual patrolling and robotic monitoring may require significant capital investment, system upgrades, and specialised training for security officers. Integrating these technologies into operations could present challenges in workforce adaptation, cybersecurity, and coordination between human personnel and automated systems. The transition may also require adjustments in deployment strategies and operational protocols to ensure efficiency while managing costs. **Type**: Technology **Time horizon**: Long-term	• Compliance reporting will be streamlined by digitising physical documents, reducing paper usage, and enhancing operational efficiency. Additionally, the Company will promote the use of reusable and sustainable materials for uniforms, equipment, and operational supplies to align with evolving environmental regulations while managing costs. **Type**: Policy and Legal **Time horizon**: Medium-term • Introduce electric or hybrid patrol vehicles to lower energy costs, ensuring sustainable operations while managing rising energy expenses. **Type**: Operational & Environmental **Time horizon**: Medium-term • To mitigate the challenges of adopting AI-powered virtual patrolling and robotic monitoring, the Company will assess cost-effective implementation strategies, including phased deployment and leasing options. Training programs may also be introduced to equip security officers with the necessary skills to operate AI-powered systems. Operational protocols will be established to ensure coordination between personnel and automated systems. Cybersecurity measures will be strengthened to protect system integrity, and regular reviews will be conducted to optimise performance and address potential challenges. **Type**: Technology **Time horizon**: Long-term

SUSTAINABILITY REPORT

Business Segment	Risks We Face	Mitigating Actions and Opportunities for us
Security Printing	**Physical Risks** • Flash floods or storms may damage production facilities, equipment, and stored materials and disrupt the supply chain resulting in delays in fulfilling client orders and increased maintenance costs, potentially leading to lost revenue and higher capital expenditures. **Type**: Acute risk **Time horizon**: Short to medium-term • High humidity can degrade paper and ink quality over time, leading to increased waste, higher procurement costs, and inconsistent production quality, which may raise production expenses. **Type**: Chronic risk **Time horizon**: Short to medium-term	• Proper storing and wrapping of paper rolls with kraft paper or thick plastics to minimise material obsolescence, and reduce replacement costs and inventory write-offs, leading to better cost efficiency. **Type**: Operational resilience **Time horizon**: Short-term • Diversify suppliers to reduce supply chain risks, mitigate cost fluctuations, and prevent potential revenue losses from production delays. **Type**: Operational resilience **Time horizon**: Short to medium-term
	Transitional Risks • Regulatory changes mandating sustainable printing practices may require investment in eco-friendly materials and technologies, impacting margins. **Type**: Policy and legal **Time horizon**: Medium-term • Transitioning to environmentally friendly printing processes may demand upgrades to machinery and workflows, requiring upfront investment and potential retraining of staff. **Type**: Technology **Time horizon**: Long-term	• Optimise production processes to minimise waste, leading to lower operating costs and improved efficiency, ultimately enhancing profitability. **Type**: Resource efficiency **Time horizon**: On-going • Strengthen sustainable procurement and supply chain practices to attract clients seeking sustainable printing solutions. **Type**: Market **Time horizon**: Long-term • Partner with technology providers to adopt environmentally friendly printing innovations, attracting eco-conscious clients and increasing market share and revenue. **Type**: Technology **Time horizon**: Long-term

SUSTAINABILITY **REPORT**

Business Segment	Risks We Face	Mitigating Actions and Opportunities for us
Cybersecurity	**Physical Risks** • Flooding or power outages could damage critical infrastructure such as data centres, leading to downtime, potential data loss, and reputational damage, which may result in client compensation claims and high recovery costs. **Type**: Acute risk **Time horizon**: Short to medium-term • Rising temperatures may increase energy costs to maintain cooling systems for servers, leading to higher operational expenses and potentially eroding profit margins over time. **Type**: Chronic risk **Time horizon**: Medium-term	• Strengthen redundancy with disaster recovery systems and backup servers to minimise downtime and data loss, avoiding operational losses from service disruptions. **Type**: Operational resilience **Time horizon**: On-going • Increase usage of more energy-efficient servers to lower electricity consumption and costs, thereby enhancing long-term operational profitability. **Type**: Resource efficiency **Time horizon**: Medium-term
	Transitional Risks • Evolving regulations on artificial intelligence and sustainability standards may require upgrades to infrastructure and compliance processes, increasing operational complexity and regulatory costs, which could lead to higher capital expenditures. **Type**: Policy and legal **Time horizon**: Medium-term • Keeping pace with sustainable and energy-efficient IT systems can pose challenges in terms of cost, implementation time, and potential service disruptions, potentially leading to increased capital investment, short-term productivity losses, and higher transition expenses. **Type**: Technology **Time horizon**: Long-term	• Transition to energy-efficient data centres and adopt green IT practices to reduce electricity consumption and support long-term financial sustainability. **Type**: Resource efficiency **Time horizon**: Medium to long-term • Explore AI capabilities to enhance energy efficiency and optimise resource utilisation. This may include assessing AI-driven systems for automation opportunities and data analytics to improve operational effectiveness. **Type**: Resource efficiency **Time horizon**: Long-term

SUSTAINABILITY REPORT

Risk Management

The Group recognises the importance of maintaining a sound risk management and internal control systems to safeguard the interests of the Company and its stakeholders. To stay updated on regulatory changes and uphold good corporate governance, the Group has introduced an Enterprise Risk Management ("**ERM**") framework to proactively identify and review significant climate-related risks related to our operations. This framework enhances our ability to identify, evaluate, mitigate and manage risks effectively, ensuring they remain within our risk appetite to support business sustainability.

In FY2024, the SSC, in collaboration with Crowe Singapore, conducted a Sustainability Reporting workshop to assess climate-related risks and opportunities. This evaluation examined the likelihood and impact of each identified risk and opportunity on the Group's operational and financial performance, with each being rated according to its significance.

Metrics and Targets

The Group is committed to transparent and rigorous measurement of our climate-related performance. We track and report Scope 1 and Scope 2 greenhouse gas ("**GHG**") emissions annually. Our energy consumption is monitored across all operations, focusing on continuous improvement in energy efficiency. Additionally, we track waste generation at our Security Printing operation, aiming to minimise landfill waste.

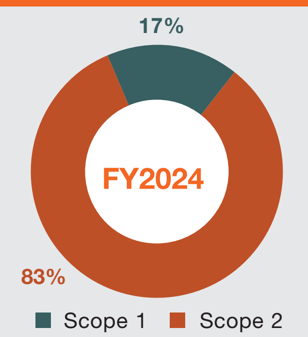
Our targets on each Scope 1 and 2 carbon emissions are discussed separately in the following sections.

Carbon Footprint

In FY2024, our total carbon emission from Scope 1 and Scope 2 amounted to 457,387 kilograms of carbon dioxide equivalent ("**$kgCO_2e$**"). Scope 1 emissions generated from the direct combustion of fuels in vehicles owned, totalled 79,345 $kgCO_2e$ while Scope 2 emissions, arising from electricity purchased for our office space, amounted to 378,042 $kgCO_2e$.

Scope 2 emissions for the year include electricity consumption data from ONESECURE, which became part of the Group following its acquisition in FY2023. As the entity was not previously within our reporting boundary, its electricity usage was excluded from last year's emissions calculation. Including ONESECURE this year provides a more comprehensive view of the Group's indirect emissions and reflects the broader scope of our current operations.

Carbon Emissions ($kgCO_2e$)



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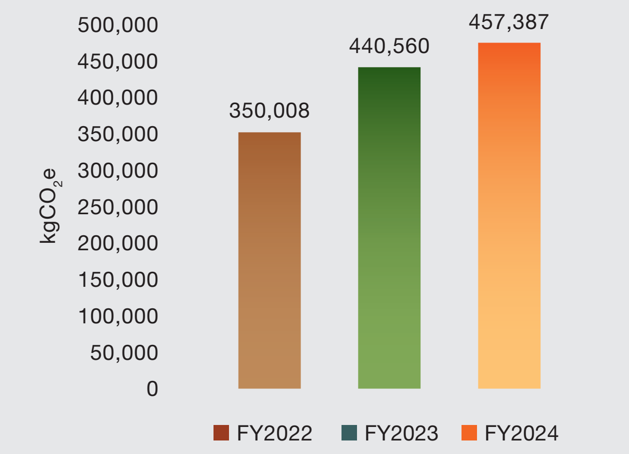
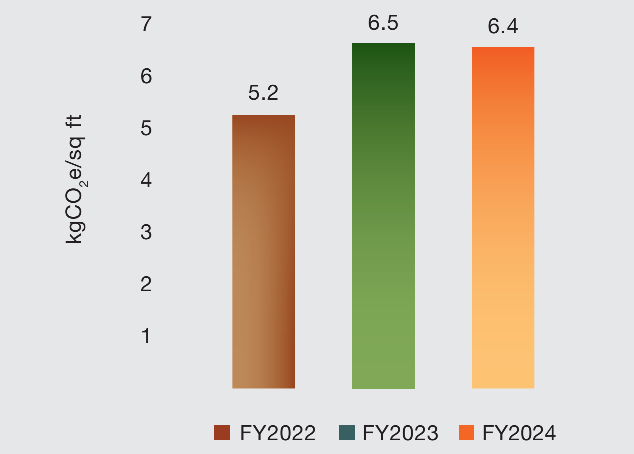
In FY2024, our carbon emissions intensity was 6.4 $kgCO_2e$ per square foot ("**$kgCO_2e$/sq ft**").





Energy Consumption

In FY2024, our total energy usage, which consists of both acquired fuels and electricity amounted to 4,454,651 megajoule ("**MJ**"). This results in an energy consumption intensity rate of 62.4 MJ per square foot ("**MJ/sq ft**"), reflecting the contributions of both acquired fuels and electricity to our overall energy footprint, as shown in the table below.

Factors	Unit of Consumption	Consumption Amount	Carbon Emission ($kgCO_2e$)	Equivalent Energy (MJ)
Scope 1-Fuel Consumption (Petrol & Diesel)	ℓ	30,543	79,345	1,151,369
Scope 2-Purchased Electricity	kWh	917,578	378,042	3,303,282
Total			**457,387**	**4,454,651**

As part of our ongoing commitment to environmental stewardship, we intend to disclose our Scope 3 emissions from FY2026. This expansion of our sustainability reporting will provide a more complete picture of our environmental footprint, allowing us to take further action in mitigating climate impacts and demonstrating our dedication to achieving long-term climate goals.

12 Carbon emissions data across financial years are not comparable, as FY2024's Scope 2 data include electricity consumption from ONESECURE.

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Scope 1-Fuel Consumption (Petrol & Diesel)

Our fuel consumption is primarily from non-renewable sources. In FY2024, total fuel consumption amounted to 30,543 litres ("**ℓ**"), consisting of 6,325 ℓ of petrol and 24,218 ℓ of diesel. This represents a slight 4% increase from FY2023, where total fuel consumption was 29,442 ℓ, comprising 6,218 ℓ of petrol and 23,224 ℓ of diesel. The increase mainly due to expanded operational activities requiring greater reliance on company-owned transport.

Despite the increase in total fuel consumption, our fuel consumption intensity for FY2024 was 0.4 ℓ per square foot ("**ℓ/sq ft**"), meeting our baseline target of 0.4 ℓ/sq ft. This is largely due to the larger gross area following the inclusion of ONESECURE in our calculations. We will maintain 0.4 ℓ/sq ft as our baseline target and continue striving for year-on-year improvement.

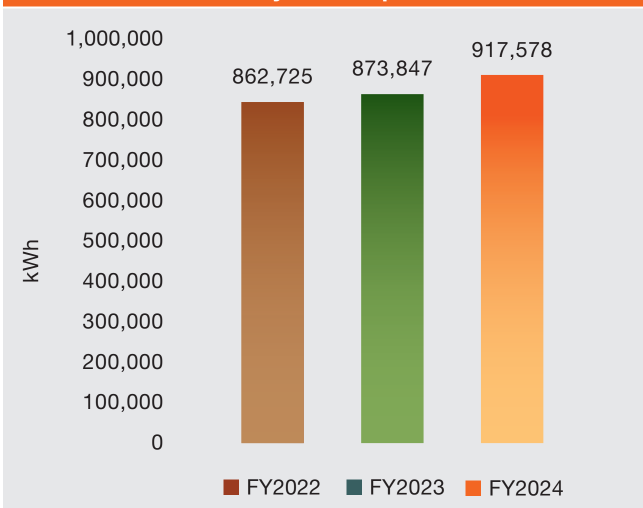
To further reduce fuel consumption and emissions, we are exploring the integration of fuel-efficient vehicles into our corporate fleet.

Scope 2-Purchased Electricity Consumption

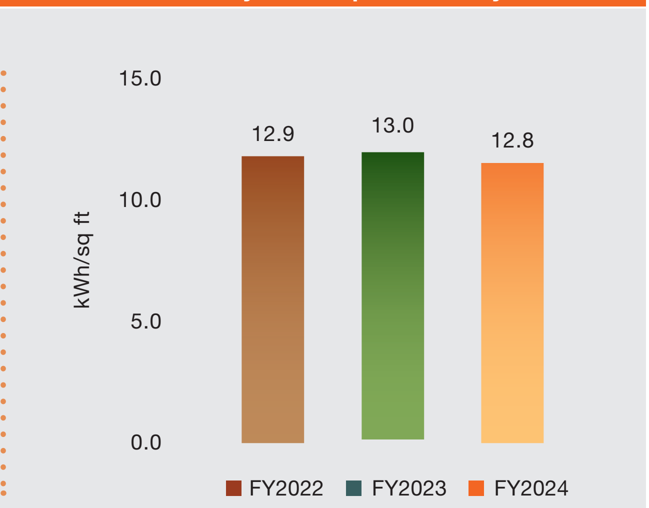
Our electricity supply is sourced from the municipal power grid. The renewable energy content within this electricity aligns with the proportion of renewable energy found in Singapore's national grid. In FY2024, incorporating electricity consumption data from ONESECURE, we procured 917,578 kilowatt-hours ("**kWh**") of electricity from the power grid, which translated to an electricity intensity of 12.8 kWh per square foot ("**kWh/sq ft**").

We aim to keep our electricity consumption below 15.0 kWh/sq ft on average. As part of our broader sustainability goals, we are also in the process of obtaining the Green Mark certification from the Building and Construction Authority of Singapore for our office headquarters, reinforcing our focus on energy efficiency and environmental responsibility.

Electricity Consumption[13]



Electricity Consumption Intensity[13]



Waste Management

Our security printing processes are designed to prioritise sustainability and efficient waste management. We source paper from certified mills, and take a proactive approach to handling hazardous waste, such as ink cartridges, toners, and other materials. To reduce waste, we have implemented measures to optimise printing operations, minimising ink and paper usage while unnecessary reprints.

To ensure responsible disposal, all paper waste generated is collected by recycling vendors, who recycle it into pulp for reuse in paper mills. We track and evaluate our waste generation during our annual quality management system audits, with a target to keep the waste generation rate[14] to no more than 7% of the paper consumed in each production run.

In FY2024, we achieved a waste generation rate of 5.7%, marking a 10% reduction from FY2023. This improvement reflects our ongoing efforts to optimise processes and minimise environmental impact as we continue refining our waste management practices.

13 Electricity consumption data across financial years are not comparable, as FY2024's electricity consumption data include electricity consumption from ONESECURE.

14 Calculated by subtracting the total production output from the total paper consumed, then dividing by the total paper consumed.

SUSTAINABILITY REPORT

APPENDIX A: LIST OF ENTITIES INCLUDED IN THIS REPORT

Business Segment	Name
Entities included in the Sustainability Reporting	
Holding Company	Secura Group Limited
Security Guarding	Soverus Pte. Ltd.
Security Printing	Secura Singapore Pte. Ltd.
	Secura Forms Pte. Ltd.
	Secura Foremost eMage Pte. Ltd.
Cybersecurity	Red Sentry Pte. Ltd.
	Onesecure Asia Pte. Ltd.
Security Technology & Consultancy	Secura Technology & Consultancy Pte. Ltd.
	Soverus Kingdom Systems Pte. Ltd.
	Secura Training Academy Pte. Ltd.[15]
Entities not included in Sustainability Reporting but included in Financial Reporting	
Security Printing	Secura Bangladesh Ltd.
Cybersecurity	Custodio Technologies Pte. Ltd.

APPENDIX B: SUSTAINABILITY SCORECARD

Governance

Performance indicators	Units	FY2022	FY2023	FY2024
Annual Conflict of Interest Declaration participation rate[16]	%	–	84	100
Whistleblowing complaints	Number	0	0	0
Customer privacy breach incidents	Number	0	0	0
Cybersecurity incidents	Number	0	0	0

Social

Performance indicators	Units	FY2022	FY2023	FY2024
Independent Directors	Number (%)	4 (67)	5 (71)	5 (63)
Female representation on the Board of Directors	Number (%)	1 (17)	1 (14)	2 (25)
Employment				
Total number of employees	Number	992	1,071	930
Union members	%	11	8	23
Security officers	Number	867	955	796
Non-security officers	Number	125	116	134

15 This entity was disposed off on 6 November 2024.
16 Data was not tracked in Sustainability Report FY2022.

SUSTAINABILITY REPORT

Performance indicators	Units	FY2022	FY2023	FY2024
Non-guaranteed hours employees	FTE	115	97	70
Workers who are not employees and whose work is controlled by the Company	FTE	88	51	16
Employees above the statutory retirement age (63 years old) who were re-employed	Number	292	303	261
New hires	Number	824	568	275
Average monthly new hire rate	%	8.2	4.6	2.3
Employee Turnover	Number	510	477	429
Average monthly employee turnover rate	%	5.0	3.8	3.6
Current employee by gender				
Male employee	%	74	68	70
Female employee	%	26	32	30
New hires by gender across all new hires				
Male employee	%	74	61	77
Female employee	%	26	39	23
New hires within gender group				
Male employee	%	83	48	33
Female employee	%	82	65	22
Employee turnover by gender across all departures				
Male employee	%	73	71	71
Female employee	%	27	29	29
Employee turnover within gender group				
Male employee	%	51	46	47
Female employee	%	52	40	44
Employee by Age Group				
Current employee by age				
• Above 60	%	39	34	33
• 46-60	%	31	24	27
• 30-45	%	23	23	26
• Below 30	%	7	19	14
New hires by age across all new hires				
• Above 60	%	36	17	24

SUSTAINABILITY REPORT

Performance indicators	Units	FY2022	FY2023	FY2024
• 46-60	%	32	17	35
• 30-45	%	24	32	31
• Below 30	%	8	34	10
New hires within age group				
• Above 60	%	77	26	21
• 46-60	%	85	40	39
• 30-45	%	87	73	36
• Below 30	%	93	94	22
Employee turnover by age group across all departures				
• Above 60	%	21	34	29
• 46-60	%	37	24	25
• 30-45	%	33	32	26
• Below 30	%	9	10	20
Employee turnover within age group				
• Above 60	%	28	44	40
• 46-60	%	63	47	43
• 30-45	%	72	61	47
• Below 30	%	64	22	65
Parental Leave[17]				
Number of male employees that were entitled to parental leave	Number	–	–	4
Number of female employees that were entitled to parental leave	Number	–	–	1
Number of male employees that took parental leave	Number	–	–	4
Number of female employees that took parental leave	Number	–	–	1
Number of male employees that returned to work in the reporting period after parental leave ended	Number	–	–	4
Number of female employees that returned to work in the reporting period after parental leave ended	Number	–	–	1
Number of male employees who returned to work after parental leave ended that were still employed 12 months after their return to work	Number	–	–	4
Number of female employees who returned to work after parental leave ended that were still employed 12 months after their return to work	Number	–	–	0

17 Data was not tracked in Sustainability Report FY2022 and FY2023.

SUSTAINABILITY REPORT

Performance indicators	Units	FY2022	FY2023	FY2024
Training				
Total training hours for non-security officers	Hours	434	889	694
Total training hours for security officers	Hours	5,471	24,066	8,881
Total OJT training hours	Hours	35,832	42,156	46,800
Average training hours per security officer	Hours	6.3	25.2	11.2
Average OJT training hours per security officer	Hours	41.3	44.1	58.8
Average training hours per non-security officer	Hours	3.5	7.7	5.2
Percentage of employees trained	%	100	100	100
Workplace Safety				
Total scheduled hours worked by employee	Hours	2,984,422	3,232,654	2,789,934
Work-related fatalities	Number	0	0	0
High-consequences work-related injury	Number	0	0	0
Number of work-related injuries	Number	14	8	9
Number of work-related ill health	Number	0	0	0
Overall rate of work-related injuries	Number	0.9	0.5	0.6
Awards				
Long service award recipients[18]	Number	–	39	38
Bursary award recipients	Number	208	91	100

Environmental

Performance indicators	Units	FY2022	FY2023	FY2024
The gross floor area of Secura's operations	Sq ft	67,339	67,339	71,441
Fuel consumption[19]	ℓ	–	29,442	30,543
Fuel consumption intensity[19]	ℓ/sq ft	–	0.4	0.4
Total electricity usage	kWh	862,725	873,847	917,578
Electricity usage intensity	kWh/sq ft	12.9	13.0	12.8
Energy consumption[20]	MJ	3,105,810	4,255,274	4,454,651
Energy intensity[20]	MJ/sq ft	46.1	63.2	62.4
Carbon emissions (Scope 1 & 2)[21]	$kgCO_2e$	350,008	440,560	457,387
Carbon emissions intensity[21]	$kgCO_2e$/sq ft	5.2	6.5	6.4
Waste generation rate	%	9.7	6.4	5.7

18 Data was not tracked in Sustainability Report FY2022.
19 The tracking of Scope 1 emissions was initiated in FY2023.
20 Energy consumption and intensity for FY2022 only included purchased electricity consumption. From FY2023 onwards, energy consumption and intensity include both fuel and purchased electricity consumption.
21 Carbon emissions data across financial years are not comparable, as Scope 1 data was first introduced in FY2023, and FY2024's Scope 2 data include electricity consumption from ONESECURE.

SUSTAINABILITY REPORT

APPENDIX C: METHODOLOGIES AND DATA BOUNDARIES

This section details key definitions, methodologies and data boundaries applied to Secura's Sustainability Report, as we endeavour to elevate transparency and facilitate comparability of our data disclosed. These definitions and methodologies are adapted in accordance with the GRI Standards Glossary 2021, Reporting Recommendations and Guidance set out in the respective GRI disclosures and various authoritative intergovernmental instruments.

Environment

Climate-related Physical Risks

Physical risks emanating from climate change can be event-driven (acute) such as increased severity of extreme weather events (e.g., cyclones, droughts, floods, and fires). They can also relate to longer-term shifts (chronic) in precipitation and temperature and increased variability in weather patterns (e.g., sea level rise).

Climate-related Transitional Risks

Climate-related risks can also be associated with the transition to a lower-carbon global economy, the most common of which relate to policy and legal actions, technology changes, market responses, and reputational considerations.

Climate-related Opportunities

Climate-related opportunities refer to the potential positive impacts related to climate change on an organisation. Efforts to mitigate and adapt to climate change can produce opportunities for organisations, such as through resource efficiency and cost savings, the adoption and utilisation of low-emission energy sources, the development of new products and services, and building resilience along the supply chain.

Fuel Consumption

Fuel consumption relates to the use of petrol and diesel by vehicles owned or leased by the Company for its operational activities. Fuels consumed is expressed in litres ("**ℓ**").

Fuel Consumption Intensity

Fuel consumption intensity refers to the ratio of fuel consumption relative to the gross floor area in square feet for the Group's operations. Fuels consumed are expressed in litres per square foot ("**ℓ/sq ft**").

Purchased Electricity Consumption

Purchased electricity consumption refers to electricity procured from the power grid for the Group's operations. Energy consumed is expressed in kilowatt-hours ("**kWh**").

Purchased Electricity Intensity

For purchases of electricity, this is the ratio of energy consumption relative to the gross floor area in square feet for the Group's operations. Energy intensity is expressed in kWh per square foot ("**kWh/sq ft**").

Energy Consumption

Fuel consumption is converted to energy, expressed in megajoules ("**MJ**"). The caloric value and fuel density used to convert fuel consumption to energy intensity are derived from the United Kingdom Department for Environmental, Food & Rural Affairs ("**UK Defra**").

Purchased electricity consumption is converted to energy in MJ, with a conversion rate of 3.6 MJ per kWh.

Energy Consumption Intensity

This is the ratio of energy consumption relative to the gross floor area in square feet for the Group's operations. Energy intensity is expressed in MJ per square foot ("**MJ/sq ft**").

Carbon Emissions

In the scope of this reporting, scope 1 emissions refer to emissions generated from the consumption of fuels for our operations. The emission factor used for calculating carbon emission is obtained from the UK Defra. Carbon emissions are expressed in kilogram of carbon dioxide equivalent ("**$kgCO_2e$**").

Scope 2 emissions refer to the GHG emissions resulting from the generation of purchased or acquired electricity for the Group's operations. These emissions have been calculated using the location-based method, employing the Operating Margin Grid Emission Factor ("**GEF**") provided by Singapore's Energy Market Authority ("**EMA**"). Carbon emissions are expressed in **$kgCO_2e$**.

Carbon Emissions Intensity

This is the ratio of carbon emissions relative to the gross floor area in square feet for the Group's operations. Carbon emissions intensity is expressed in $kgCO_2e$ per square foot ("**$kgCO_2e$/sq ft**").

Waste Generation Rate

This is the ratio of paper waste generated, calculated by subtracting the total production output from the total paper consumed to the total paper consumed, recorded at financial year-end.

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Social

Employee

Employees are defined as individuals who are in an employment relationship with the Group.

Workers with non-guaranteed hours

Workers with non-guaranteed hours, often referred to as casual or relief workers, are employees whose work hours are not predetermined or guaranteed. These individuals typically work on an ad-hoc basis, filling in shifts or covering specific periods as needed by the company. In the context of the Group, relief security officers may be employed to cover fluctuating demand, unexpected absences, or additional shifts that arise on short notice.

Non-employee Workers

Non-employee workers are defined as workers who are not employees but whose work and/or workplace is controlled by the organisation; or workers who are not employees and whose work and workplace are not controlled by the organisation, but by the organisation's operations, products or services are directly linked to significant occupational health and safety impacts on those workers by its business relationships.

New Hires and Employee Turnover (rates)

New hires are defined as new employees who have joined the Group during the financial year.

Employee turnover is defined as all employees who have left the Group voluntarily, or due to dismissal, retirement or death in service during the financial year.

The average number of employees refers to the average number of employees at the beginning of the year and the end of the year.

The average monthly new hire rate is the total number of new hires divided by the average number of employees over the 12-month period, multiplied by 100.

The average monthly employee turnover rate is the total number of turnovers divided by the average number of employees over 12 periods, multiplied by 100.

New hire/employee turnover rate is the total number of new hires/employee turnover in the financial year, relative to the total number of employees recorded at financial year-end.

New hire/employee turnover rate by gender across all new hires/departures is the total number of new female/(male) hires/employee turnover in the financial year, relative to the total number of all new hires/employee turnover during the same period.

New hire/employee turnover by age across all new hires/departures is the total number of new hires/employee turnover in each age group during the financial year, relative to the total number of all new hires/employee turnover in the same period.

The new hire/employee turnover rate within the gender group is the total number of female/(male) new hires/employee turnover for each gender in the financial year, relative to the total number of female/(male) employees recorded as at financial year-end.

The new hire/employee turnover rate within the age group is the total number of new hires/employee turnover for each age group in the financial year, relative to the total number of employees in the respective age groups recorded at financial year-end.

Training hours

Average training hours per security officer is the total number of training hours incurred during the financial year provided to security officers, relative to the total number of security officers recorded as at financial year-end.

Average OJT training hours per security officer is the total number of OJT training hours incurred during the financial year provided to the security officers, relative to the total number of security officers recorded as of financial year-end.

Average training hours per non-security officer is the total number of training hours provided to non-security officers, relative to the total number of non-security officers recorded as of financial year-end.

Work-related incident and Rate

Injury incidents are non-fatal or fatal injuries or ill health arising out of, or in the course of, work.

The overall rate of work-related injuries is the number of work-related injuries per 200,000 hours worked, relative to the total number of hours worked recorded as at financial year-end.

High-consequence Work-related Injury

High-consequence work-related injury is a work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months.

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APPENDIX D: GRI CONTENT INDEX

GRI Standards Content Index

The GRI Content Index references Secura's Sustainability Report 2024 ("**SR**") and the Annual Report 2024 ("**AR**").

Statement of use	Secura Group Limited has reported in accordance with the GRI Standards for the period 1 January 2024 to 31 December 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standards	GRI 2: General Disclosure
	GRI 201: Economic Performance 2016
	GRI 205: Anti-corruption 2016
	GRI 302: Energy 2016
	GRI 305: Emissions 2016
	GRI 306: Waste 2020
	GRI 401: Employment 2016
	GRI 403: Occupational Health and Safety 2018
	GRI 404: Training and Education 2018
	GRI 405: Diversity and Equal Opportunity 2016
	GRI 418: Customer Privacy 2016

GRI Standard	Disclosure	Location	Reason for Omission
Reporting in accordance with the GRI Standards			
Requirement 1	Apply the reporting principles	SR About the Report	Not applicable
Requirement 2	Report the disclosures in GRI 2: General Disclosures 2021	SR Appendix D: GRI Content Index	Not applicable
Requirement 3	Determine material topics	SR Appendix D: GRI Content Index	Not applicable
Requirement 4	Report the disclosures in GRI 3: Material Topics 2021	SR Appendix D: GRI Content Index	Not applicable
Requirement 5	Report disclosures from the GRI Topic Standards for each material topic	SR Appendix D: GRI Content Index	Not applicable
Requirement 6	Provide reasons for the omission of disclosures and requirements that the organisation cannot comply with	SR Appendix D: GRI Content Index	Not applicable
Requirement 7	Publish a GRI content index	SR Appendix D: GRI Content Index	Not applicable
Requirement 8	Provide a statement of use	SR About the Report	Not applicable
Requirement 9	Notify GRI	The Sustainability Report will be registered with the GRI upon publication.	Not applicable

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GRI Standard		Disclosure	Location	Reason for Omission
General disclosures				
GRI 2: General Disclosure 2021	2-2	Entities included in the organisation's sustainability reporting	SR Appendix A: List of entities included in this Report	Not applicable
	2-3	Reporting period, frequency and contact point	SR About the Report	Not applicable
	2-4	Restatements of information	SR About the Report	Not applicable
	2-5	External assurance	SR About the Report	Not applicable
	2-6	Activities, value chain and other business relationships	SR About the Report	Not applicable
	2-7	Employee	SR Our People	Not applicable
	2-8	Workers who are not an employee	SR Our People	Not applicable
	2-9	Governance structure and composition	AR Corporate Governance	Not applicable
	2-10	Nomination and selection of the highest governance body	AR Corporate Governance	Not applicable
	2-11	Chair of the highest governance body	AR Corporate Governance	Not applicable
	2-12	Role of the highest governance body in overseeing the management of impacts	SR Sustainability Governance	Not applicable
	2-13	Delegation of responsibility for managing impacts	SR Sustainability Governance	Not applicable
	2-14	Role of the highest governance body in sustainability reporting	SR Sustainability Governance	Not applicable
	2-15	Conflicts of interest	AR Corporate Governance	Not applicable
	2-16	Communication of critical concerns	SR Stakeholder Engagement	Not applicable
	2-17	The collective knowledge of the highest governance body	AR Corporate Governance	Not applicable
	2-18	Evaluation of the performance of the highest governance body	AR Corporate Governance	Not applicable
	2-19	Remuneration policies	AR Corporate Governance	Not applicable
	2-20	The process to determine the remuneration	AR Corporate Governance	Not applicable
	2-21	Annual total compensation ratio	AR Corporate Governance	Not applicable
	2-22	Statement on sustainable development strategy	SR Board Statement SR Sustainability Approach	Not applicable

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GRI Standard		Disclosure	Location	Reason for Omission
	2-23	Policy commitments	SR Stakeholder Engagement SR Ethics and Compliance SR Our People SR Our Workplace SR Our Environment	Not applicable
	2-24	Embedding policy commitments		Not applicable
	2-25	Processes to remediate negative impacts		Not applicable
	2-26	Mechanisms for seeking advice and raising concerns		Not applicable
	2-27	Compliance with laws and regulations		Not applicable
	2-28	Membership associations	AR Operations & Financial Review	Not applicable
	2-29	Approach to stakeholder engagement	SR Stakeholder Engagement	Not applicable
	2-30	Collective bargaining agreements	SR Stakeholder Engagement	Not applicable
Material Topics				
GRI 3: Material Topics 2021	3-1	The process to determine material topics	SR Materiality Assessment	Not applicable
	3-2	List of material topics		Not applicable
Economic Performance				
GRI 3: Material Topics 2021	3-3	Management of material topics	SR Economic Performance	Not applicable
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	SR Economic Performance	Not applicable
	201-2	Financial implications and other risks and opportunities due to climate changes	SR Our Environment	Not applicable
	201-3	Defined benefit plan obligations and other retirement plans	Not disclosed	The Group adheres to Singapore's mandatory social security savings program, the CPF. Under CPF program, both employees and employers are required to contribute a fixed percentage of the employee's monthly salary to the CPF, which functions as a comprehensive savings and retirement plan.
	201-4	Financial assistance received from the government	AR Notes to Financial Statement	Not applicable

SUSTAINABILITY REPORT

GRI Standard		Disclosure	Location	Reason for Omission
Anti-corruption				
GRI 3: Material Topics 2021	3-3	Management of material topics	SR Ethics and Compliance	Not applicable
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Not disclosed	**Information unavailable/ incomplete** In FY2024, we assessed our operations in Singapore for corruption-related risks as part of our ERM framework. Based on our evaluation, corruption is not among the top 10 risks for our business, given Singapore's strong regulatory framework and low corruption index. However, we remain committed to maintaining high ethical standards and regulatory compliance. Our anti-corruption measures include a Code of Conduct, regular training for employees on anti-bribery policies, and a whistleblowing channel to report any potential concerns. We will continue to monitor and review corruption risks as part of our ongoing risk management processes.
	205-2	Communication and training about anti-corruption policies and procedures	SR Ethics and Compliance	Not applicable
	205-3	Confirmed incidents of corruption and actions taken		Not applicable
Energy				
GRI 3: Material Topics 2021	3-3	Management of material topics	SR Our Environment	Not applicable
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	SR Our Environment	Not applicable
	302-2	Energy consumption outside of the organisation	Not disclosed	**Information unavailable/ incomplete** The Group is currently compiling data on its supply chain activities to identify energy consumption beyond its direct operational control.
	302-3	Energy intensity	SR Our Environment	Not applicable

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GRI Standard		Disclosure	Location	Reason for Omission
	302-4	Reduction of energy consumption	Not disclosed	**Information unavailable/ incomplete** The Group has put in place initiatives to reduce energy consumption. However, measuring the precise reduction in energy consumption is not feasible.
	302-5	Reductions in energy requirement of products and services	Not disclosed	**Information unavailable/ incomplete** The Group is currently compiling data on its supply chain activities to identify energy consumption outside its direct operational control.
Emissions				
GRI 3: Material Topics 2021	3-3	Management of material topics	SR Our Environment	Not applicable
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	SR Our Environment	Not applicable
	305-2	Energy indirect (Scope 2) GHG emissions		Not applicable
	305-3	Other indirect (Scope 3) GHG emissions	Not disclosed	**Information unavailable/ incomplete** The Group is currently in the process of collecting data on the Group's Scope 3 carbon emissions, specifically focusing on emissions associated with activities outside direct operational control, including supply chain and other indirect sources.
	305-4	GHG emissions intensity	SR Our Environment	Not applicable
	305-5	Reduction of GHG emissions	Not disclosed	**Information unavailable/ incomplete** The Group has put in place initiatives to reduce carbon emissions. However, measuring the precise reduction in carbon emissions accurately is not feasible.
	305-6	Emissions of ozone-depleting substances (ODS)	Not disclosed	**Information unavailable/ incomplete** The Group is not in the manufacturing business that uses substances contributing to ozone depletion.
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		

SUSTAINABILITY REPORT

GRI Standard		Disclosure	Location	Reason for Omission
Waste				
GRI 3: Material Topics 2021	3-3	Management of material topics	SR Our Environment	Not applicable
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	SR Our Environment	Not applicable
	306-2	Management of significant waste-related impacts		
	306-3	Waste generated		
	306-4	Waste diverted from disposal	Not disclosed	**Information unavailable/ incomplete** The Group generates waste in the form of paper from its security printing services. However, the Group does not track the absolute quantity of paper waste. Instead, the Group monitors waste by assessing the variance between the total amount of paper consumed and the total paper output.
	306-5	Waste directed to disposal		
Employment				
GRI 3: Material Topics 2021	3-3	Management of material topics	SR Our People	Not applicable
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	SR Our People	Not applicable
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR Our People	Not applicable
	401-3	Parental leave	SR Our People	Not applicable
Occupational health and safety				
GRI 3: Material Topics 2021	3-3	Management of material topics	SR Our Workplace	Not applicable

SUSTAINABILITY **REPORT**

GRI Standard		Disclosure	Location	Reason for Omission
GRI 403: Occupational health and safety 2018	403-1	Occupational health and safety management system	SR Our Workplace	Not applicable
	403-2	Hazard identification, risk assessment, and incident investigation	SR Our Workplace	Not applicable
	403-3	Occupational health services	SR Our Workplace	Not applicable
	403-4	Worker participation, consultation, and communication on occupational health and safety	SR Our Workplace	Not applicable
	403-5	Worker training on occupational health and safety	SR Our Workplace	Not applicable
	403-6	Promotion of worker health	SR Our Workplace	Not applicable
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Not disclosed	**Information unavailable/ incomplete** Our products and services do not pose significant negative occupational health and safety risks to the customers.
	403-8	Workers covered by occupational health and safety management system	SR Our Workplace	Not applicable
	403-9	Work-related injuries	SR Our Workplace	Not applicable
	403-10	Work-related ill health	SR Our Workplace	Not applicable
Training and education				
GRI 3: Material Topics 2021	3-3	Management of material topics	SR Our People	Not applicable
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	SR Our People	Not applicable
	404-2	Programs for upgrading employee skills and transition assistance programs	SR Our People	Not applicable
	404-3	Percentage of employees receiving regular performance and career development reviews	SR Our People	Not applicable
Diversity and equal opportunity				
GRI 3: Material Topics	3-3	Management of material topics	SR Our People	Not applicable

SUSTAINABILITY REPORT

GRI Standard		Disclosure	Location	Reason for Omission
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	SR Our People	Not applicable
	405-2	Ratio of basic salary and remuneration of women to men	Not disclosed	**Information unavailable/ incomplete** The Group does not compute the ratio of basic salary and remuneration of women to men because our remuneration practices are based solely on individual ability, performance, and contribution, ensuring fair and equal pay regardless of gender.
Customer privacy				
GRI 3: Material Topics 2021	3-3	Management of material topics	SR Ethics and Compliance	Not applicable
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR Ethics and Compliance	Not applicable

SUSTAINABILITY REPORT

APPENDIX E: TCFD RECOMMENDATIONS CONTENT INDEX

TCFD Recommendations Content Index

The TCFD Recommendation Content Index indicates our current implementation status for climate reporting.

TCFD Thematic Areas	Recommended Disclosures	Reference and Remarks
Governance		
Disclose the organisation's governance around climate-related risks and opportunities	Describe the board's oversight of climate-related risks and opportunities	SR Our Environment, Task Force on Climate-Related Financial Disclosure, Governance, Page 40
	Describe management's role in assessing and managing climate-related risks and opportunities	SR Our Environment, Task Force on Climate-Related Financial Disclosure, Governance, Page 40
Strategy		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	SR Our Environment, Task Force on Climate-Related Financial Disclosure, Strategy, Pages 41 to 44
	Describe the impact of climate-related risks and opportunities on the organisation's business, strategy, and financial planning	SR Our Environment, Task Force on Climate-Related Financial Disclosure, Strategy, Pages 41 to 44
	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	The Group is adopting a phased approach to advance its climate reporting journey, with plans to conduct a scenario analysis exercise and share the results in future reporting periods.
Risk Management		
Disclose how the organisation identifies, assesses, and manages climate-related risks	Describe the organisation's processes for identifying and assessing climate-related risks	SR Our Environment, Task Force on Climate-Related Financial Disclosure, Risk Management, Page 45
	Describe the organisation's processes for managing climate-related risks	SR Our Environment, Task Force on Climate-Related Financial Disclosure, Risk Management, Pages 41 to 44
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	SR Our Environment, Task Force on Climate-Related Financial Disclosure, Risk Management, Page 45

SUSTAINABILITY REPORT

TCFD Thematic Areas	Recommended Disclosures	Reference and Remarks
Metrics and Targets		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	SR Our Environment, Task Force on Climate-Related Financial Disclosure, Metrics, Page 45
	Disclose Scope 1, Scope 2, and if appropriate, Scope 3 GHG emissions, and the related risks	The Group has disclosed Scope 1 and Scope 2 GHG emissions. The Group plans to include Scope 3 GHG emissions in the total carbon emissions starting from FY2026. SR Our Environment, Carbon Footprint, Pages 45 to 47
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	The Group has set short-term targets for Scope 1 and 2 GHG emissions and will explore opportunities to achieve the targets. SR Our Environment, Carbon Footprint, Pages 45 to 47

CORPORATE **GOVERNANCE REPORT**

The Directors and Management of Secura Group Limited (the "**Company**") are committed to achieving and maintaining high standards of corporate governance, to promote corporate transparency and to safeguard the interests of shareholders of the Company ("**Shareholders**"). It firmly believes that good corporate governance is essential to the sustainability of the Group's business and performance.

This report outlines the Company's corporate governance practices for the financial year ended 31 December 2024 ("**FY2024**") which are in line with the principles and provisions set out in the Code of Corporate Governance 2018 (the "**Code**") issued by the Monetary Authority of Singapore ("**MAS**") on 6 August 2018 and Rule 710 of the Catalist Rules. The Group has complied with the principles of the Code. Where there are deviations from the provisions of the Code, the reasons for these deviations and explanations of how the Group's adopted practices are consistent with the intent of the relevant principle are provided, where appropriate.

BOARD MATTERS

The Board's Conduct of Affairs

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

The Board oversees the business affairs of the Group and provides entrepreneurial leadership to the Company. This includes evaluation of the performance of Management, establishment of a prudent and effective controls framework and setting the strategic direction for the Group. The Board is responsible for the overall policies and integrity of the Group to ensure that the success and long term interests of Shareholders are served.

The principal functions of the Board are to:

- supervise the management of the business and affairs of the Group;
- approve the Group's strategic plans, key operational initiatives, major investments, disposals and funding decisions;
- establish and maintain a framework of prudent and effective control which enable risks to be assessed and managed, including safeguarding of Shareholders' interests and the Group's assets;
- monitor and review the Group's financial performance;
- review Management's performance;
- approve the nominations and re-election of Directors to the Board and the appointment of key management personnel ("**KMP**");
- assume responsibility for corporate governance; and
- consider sustainability issues such as environmental and social factors, as part of its strategic formulation.

CORPORATE **GOVERNANCE REPORT**

The Group has in place a Code of Conduct and Ethics (including Conflict of Interest), which sets the appropriate tone from the top, the desired organisational culture, and ensures proper accountability within the Company. Directors are expected to objectively discharge their fiduciary duties and responsibilities in the interest of the Company and avoid situations in which their own personal or business interests directly or indirectly conflict, or appear to conflict, with the interest of the Company. Where a Director has a conflict of interest or appears that he or she might have a conflict of interest in relation to any matter, he or she should immediately declare his or her interest at a meeting of the Directors or send a notice to the Company containing details of his or her interest and the conflict, and recuse himself or herself from participating in any discussion and decision on the matter.

Directors are updated on the latest relevant statutory and legal requirements from time to time to enable them to discharge their responsibilities effectively and be familiar with current corporate governance best practices to ensure proper accountability within the Company.

Matters Requiring Board Approval

The Company has in place the Financial Authority Limit Policy ("**FAL**") which was approved by the Board as the mechanism through which the Board or its delegate approves transactions and financial commitments within the Company and its subsidiaries. The FAL covers the authorisation limits of the Group's activities such as investment activities, financing and debt management and capital and operating expenditure. Matters requiring the Board's decision and approval include, among others, approval of the Group's half-year and full-year results announcements, strategic plans, major investment and funding proposals, review of the annual budget, proposals of dividends and other returns to shareholders, appointment of Directors and KMP, including review of their performance and remuneration packages and any matter which the Board considers significant enough to require the Board's direct attention or would be critical to the proper functioning of the Company or its business.

Delegation of Duties by the Board

Functions of the Board are carried out directly by the Board or through Board committees ("**Board Committees**"), which have been set up to support its work, with written terms of reference that have been approved by the Board. In this regard, Board Committees, namely the nominating committee ("**NC**"), the remuneration committee ("**RC**") and the audit and risk committee ("**ARC**") have been constituted to assist the Board in the discharge of specific responsibilities.

Further information on the roles and responsibilities of the NC, the RC and the ARC are set out further below in this report.

Key Features of Board Process

Notwithstanding that the Company has ceased quarterly results reporting, the Board continues to conduct meetings for the first and third quarter of the financial year to receive updates on significant business activities and the overall business environment, in addition to the half-yearly meetings which coincide with the announcement of the Group's half-year and full-year results, respectively. Ad-hoc meetings will be held to address any significant issues that may arise.

The constitution of the Company ("**Constitution**") provides that telephonic and video-conference meetings may be held. The Directors, despite some having multiple board representations, attended all Board and Board Committee meetings for FY2024 and have given sufficient time and attention to the affairs of the Group.

CORPORATE GOVERNANCE REPORT

If a Director is not able to attend a Board or Board Committee meeting, he/she would still receive all the papers and materials for discussion at that meeting. He/She would review them and advise the Chairman or Board Committee Chairman of his/her views and comments (if any) on the matters to be discussed so that they may be conveyed to other members at the meeting.

The Directors are informed and are aware that they may seek independent professional advice at the Company's expense, where necessary, in furtherance of their duties.

All Directors have unrestricted access to the Company's records and information. They also have separate and independent access to the Company's Senior Management and the Company Secretary at all times. The Company Secretary also attends all Board and Board Committee meetings. Her duties include minute-taking, assisting the Chairman in the dissemination of information to the Board, as well as ensuring timeliness of information flows within the Board and the Board Committees and between Management and the Non-Executive Directors. The Company Secretary's responsibilities also include assisting the Chairman in ensuring that Board procedures are followed and communicating changes in the Catalist Rules or other regulations affecting corporate governance and compliance, where appropriate, facilitating orientation and assisting with professional development as required.

The appointment and removal of the Company Secretary is a matter for the Board as a whole to approve.

The number of general meetings, the Board and Board Committee meetings held during FY2024 as well as the attendance of each Director at these meetings is set out below:

Name of director	Nature of appointment	Board	ARC	NC	RC	AGM
Number of meetings		**4**	**4**	**1**	**1**	**1**
Dr Ho Tat Kin	Chairman, Independent, Non-Executive	4	4	1	1	1
Kan Kheong Ng	Executive, CEO	4	4(1)	1(1)	1(1)	1
Lim Hoi Leong	Executive, CFO	4	4(1)	1(1)	1(1)	1
Ong Pang Liang	Independent, Non-Executive	4	4	1	1	1
Gary Ho Kuat Foong	Independent, Non-Executive	4	4	1	1	1
Christina Teo Tze Wei (Zhao Ziwei)	Independent, Non-Executive	4	4(1)	1	1(1)	1
Goh Yi Shun, Joshua	Independent, Non-Executive	4	4	1(1)	1	1
Khojama Kalimuddin(2)	Independent, Non-Executive	–	–	–	–	–
Wilson Sam	Non-Independent, Non-Executive	4	4	1(1)	1(1)	1

Notes:
(1) Attended as invitee
(2) Appointed on 3 February 2025

CORPORATE GOVERNANCE REPORT

Board Orientation and Training

Formal appointment letter setting out the Director's duties and obligations is issued to each newly appointed Director. Newly appointed Directors will attend the relevant training(s) and are briefed on their duties and obligations as Directors. Meeting with the Chairman, Chief Executive Officer ("**CEO**") and Chief Financial Officer ("**CFO**") is part of an orientation programme for newly appointed Directors to familiarise themselves with the affairs of the Group's business. The Company also arranges visits for the Directors to the Group's key operating sites. Directors can also request further briefings or information on any aspect of the Group's business or operations from Management. All first-time Directors who have no prior experience as a director of a company listed on the SGX-ST are required to attend the mandatory training ("**Mandatory Training**") within one year from date of appointment as prescribed in the Catalist Rules. Ms Lim Hoi Leong has completed the Mandatory Training within one year from her appointment date. Mr Khojama Kalimuddin will complete the Mandatory Training within one year from his appointment date.

The Directors are encouraged to attend seminars, workshops and receive training in areas such as directors' duties and responsibilities, changes in regulations and regulatory framework (including financial reporting standards and listing rules) which are relevant to the Group's business and operations, to enable them to perform effectively as Directors. The Company arranges and funds the training of Directors. The Directors are also briefed on developments in accounting standards by the CFO and the external auditor, on developments in corporate governance practices and changes in the listing rules by the Company Secretary, and on developments in business and strategy by the CEO.

During FY2024, the Board was provided with information on accounting and regulatory updates, including the Singapore Financial Reporting Standards (International), the Catalist Rules, the Companies Act 1967 of Singapore as well as other updates issued by the SGX-ST and the MAS, where applicable.

The details of seminars, conferences and training programmes attended by the Directors in FY2024 include:

- Environmental, Social and Governance Essentials organised by SID and other professional firms
- Technical Training for Corporate Preparers organised by ACMF-ISSB
- Sustainability, Climate risk & Opportunities organised by Crowe Singapore
- Navigating Climate and Business organised by Institute of Singapore Chartered Accountants
- CPA Congress and Professional Ethics in Focus organised by CPA Australia

Access to Complete, Adequate and Timely Information

To ensure that the Board is able to fulfil its responsibilities, Management provides the Directors with periodic updates of the latest developments in the Group, accounts, reports and other financial information. Detailed Board papers are provided to the Directors one week before the scheduled meetings to enable them to make informed decisions. In respect of budgets, any material variance between the projections and actual results is reviewed by the Board, with Management providing explanations and further details as required.

In addition to members of the Board being briefed by the CEO and the CFO at every Board meeting, the Business Heads of each business division may be invited to attend the meeting to provide updates on the Group's business and operations. This allows the Board to develop a good understanding of the progress of the Group's business as well as the issues and challenges faced by the Group, and also promotes active engagement with the KMP.

CORPORATE GOVERNANCE REPORT

Board Composition and Guidance

Principle 2: The Board has an appropriate level of independence and diversity of thought and background in its composition to enable it to make decisions in the best interests of the company.

The Board, through regular reviews by the NC, seeks to ensure an appropriate balance of experience, competencies and knowledge among the Directors to provide effective entrepreneurial leadership to the Company.

As of the date of this report, the Board comprises 9 Directors of whom 6 are Independent Directors, 1 Non-Independent Non-Executive Director and 2 Executive Directors. In FY2024, Independent Directors make up the majority of the Board. Each Director has been appointed on the strength of his/her calibre and experience.

At the conclusion of the upcoming AGM, three Independent Directors, Dr Ho Tat Kin, Mr Ong Pang Liang and Mr Gary Ho Kuat Foong, will be retiring by rotation, having each served for more than nine years as Independent Directors. They have informed the Company that they will not be seeking re-election. As a result, the Company will revisit the composition of the Board and its Board Committees and will release announcements on the changes when appropriate.

Following their retirement, the number of Independent Directors on the Board will be reduced to three. In light of these changes, the Board and the NC acknowledge the importance of maintaining an appropriate balance of independence and expertise. They are of the view that, considering the nature and scope of the Group's operations, the current size and the revised Board composition remains conducive to effective discussion and decision-making.

As of the date of this report, the composition of the Board and the Board Committees are set out as follows:

Name of Director	Board	ARC	NC	RC
Independent and Non-Executive Directors				
Dr Ho Tat Kin	Chairman	Member	Chairman	Member
Ong Pang Liang	Member	Chairman	Member	Member
Gary Ho Kuat Foong	Member	Member	Member	Chairman
Christina Teo Tze Wei (Zhao Ziwei)	Member	–	Member	–
Goh Yi Shun, Joshua	Member	Member	–	Member
Khojama Kalimuddin	Member	–	–	–
Non-Independent and Non-Executive Director				
Wilson Sam	Member	Member	–	–
Executive Directors				
Kan Kheong Ng	Member	–	–	–
Lim Hoi Leong	Member	–	–	–

CORPORATE GOVERNANCE REPORT

The current Board consists of high calibre members with a wealth of knowledge, expertise and experience. The Board has contributed valuable direction and insight, drawing from their vast experience in matters relating to business/ management, accounting/finance, industry knowledge, strategic planning and general corporate matters.

As Non-Executive Directors make up a majority of the Board and with their knowledge and competency in their respective fields have provided constructive advice and good governance guidance for the Board to discharge its principal functions effectively. During the year, the Non-Executive Directors convened meetings to discuss matters relating to the Group without the KMP being present and provided feedback to the Board Committees Chairman after such meetings.

Board Diversity

The Board is committed to building an open, inclusive and collaborative culture and recognises the benefits of having a Board with diverse backgrounds and experience. The Company has in place a Board Diversity Policy which advocates meritocracy and endorses the principle of having a board with the appropriate and right balance of skills, knowledge, age, experience and diversity of perspectives which can contribute effectively to the strategy and growth of the Company.

Under the Board Diversity Policy, the NC will, in reviewing the Board composition, rotation and retirement of Directors and succession planning, consider aspects such as professional qualifications, industry knowledge, skills, length of service, age, gender, ethnicity and the needs of the Company. The Board considers gender to be an important aspect of diversity and strives to ensure that there is an adequate gender mix on the Board. All Board appointments will be based on the merit of candidates and will be considered against objective criteria and having due regard for the benefits of diversity on the Board, the needs and the Company's core values.

The current make-up of the Board reflects the Board's commitment to promote diversity in terms of gender, age, skills and knowledge. The profile of the Directors can be found on pages 8 to 12 of this annual report. The current Board composition provides a diversity of skills, experience and knowledge to the Company as follows:

Competencies	Number of Directors	Proportion of Board
Accounting or finance	7	78%
Business management	8	89%
Relevant industry, knowledge and experience	3	33%
Strategic planning experience	5	56%

On 3 February 2025, the Board made a strategic decision to appoint Mr Khojama Kalimuddin, who is an Indian ethnicity. The Company believes that having an ethnically diverse Board will enhance its understanding of businesses and customers in different markets. Mr Khojama Kalimuddin brings a wealth of experience and expertise, and his appointment further strengthens the Board's diversity, particularly with respect to ethnic representation. In addition, there are two female members serving on the Board.

CORPORATE GOVERNANCE REPORT

Apart from gender and ethnicity representation, the NC will continue to review Board renewal on a regular basis to ensure that the Board continues to be appropriately balanced to support the long-term success of the Company. Where appropriate, an external consultant will be engaged in the search process. A key consideration in the renewal process is to ensure that the new Directors are able to replace the skill sets of the long-serving Directors, and/or can supplement the collective skill sets of the remaining Directors and bring different perspectives to the Board.

The NC will also assess the effectiveness of the Board Diversity Policy and recommend appropriate revisions to the Board for consideration and approval.

Notwithstanding having a Board Diversity Policy in place, the Board, at this juncture, does not think that it is necessary to set any specific diversity factor targets and timelines because it believes in the importance of a holistic approach to diversity. This approach recognises the multifaceted nature of diversity, which includes but is not limited to gender, ethnicity, age, disability, and cultural background. By not setting rigid targets, the Board aims to ensure that the focus remains on fostering an inclusive environment that values and leverages the unique contributions of each individual, rather than merely meeting predetermined quotas within prescribed timelines.

Board Independence

The independence of each Independent Director is assessed at least annually by the NC, adopting the Code's and the Catalist Rules' definitions. Annually, each Independent Director is required to complete a Director's Independence Checklist ("**Checklist**") to confirm his/her independence. The Checklist is drawn up based on the provisions provided in the Code and the Catalist Rules. Thereafter, the NC reviews the Checklist completed by each of the Independent Directors, assesses the independence of each of the Independent Directors and recommends its assessment to the Board.

All Independent Directors have confirmed their independence as defined in the Code and the Catalist Rules. All Directors are also required to disclose their interests to the Board whenever there is a change in their interests. Taking into account the views of the NC, the Board also assesses whether each Independent Director is independent in conduct, character and judgement and whether there are relationships or circumstances which are likely to affect, or could appear to affect, the Director's judgement.

The Board, after taking into account the views of the NC, has determined that all the Independent Directors are independent, with each individual Director concerned abstaining from the review of his/her own independence. The Independent Directors are independent in conduct, character and judgement, and have no relationship with the Company, its related corporations, its substantial Shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of their independent business judgement in the best interests of the Company. No individual or small group of individuals dominates the Board's decision-making.

CORPORATE GOVERNANCE REPORT

Chairman and Chief Executive Officer

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

The Chairman of the Board is an Independent Director, Dr Ho Tat Kin, and the CEO of the Company is Mr Kan Kheong Ng.

The Chairman and the CEO are not immediate family members and are not related to each other.

The Chairman is a non-executive and independent Director and chairs the NC. He sets the agenda for Board meetings, ensures that adequate time is available for discussion of all agenda items, in particular, strategic issues, and that complete, adequate and timely information is made available to the Board. He encourages constructive relations within the Board and between the Board and Management, facilitates the effective contribution of the non-executive Directors, and ensures effective communications with Shareholders. He takes a lead role in promoting high standards of corporate governance, with the full support of the Directors, the Company Secretary and Senior Management.

The CEO bears executive responsibility for the Group's businesses and implements the Board's decisions. The roles of the Chairman and the CEO are kept separate to ensure an appropriate balance of power, increased accountability and greater capacity of the Board for independent decision-making.

The Company does not have a lead Independent Director given the majority independence of the Board and that the Chairman is independent. Further, matters affecting the Chairman such as succession and remuneration are deliberated by the NC and the RC, where the majority of the members (including the Chairman) are independent Directors, and where the Chairman is conflicted, he would recuse himself and abstain from voting.

Board Membership

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

The NC comprises 4 Non-Executive Directors, all of whom are Independent Directors:

Dr Ho Tat Kin (Chairman)
Mr Ong Pang Liang
Mr Gary Ho Kuat Foong
Ms Christina Teo Tze Wei (Zhao Ziwei)

The NC held 1 meeting in FY2024.

Based on the written terms of reference, the principal functions of the NC are to:

- make recommendations to the Board on the appointment of new Directors and KMP, including nominations of Directors for re-election in accordance with the Constitution;
- review and approve any new employment of persons related to the Directors and substantial Shareholders and proposed terms of their employment;
- determine the independence of Directors;
- review and decide whether a Director is able to and has been adequately carrying out his duties as Director, having regard to the competing time commitments that are faced by the Director when serving on multiple boards and discharging his duties towards other principal commitments;
- review the training and professional development programs for the Board;
- review succession plans for Directors, in particular the CEO, Chairman and KMP;
- review the Directors' mix of skills, experience, core competencies and knowledge of the Group that the Board requires to function competently and efficiently; and
- develop a process for evaluation of the performance of the Board, the Board Committees and the Directors and propose objective performance criteria, as approved by the Board that allows comparison with its industry peers, and address how the Board has enhanced long-term Shareholders' value.

Steps taken to progressively renew the Board composition

With the planned retirement of three long-serving directors at the upcoming AGM, the Board continues to take progressive steps to renew its composition in line with the Group's evolving needs. In view of the increasing role of technology in the corporate security industry, the Board is placing greater emphasis on ensuring it has the right mix of skills and expertise, particularly in areas such as digital transformation, cybersecurity and innovation. Regular reviews are conducted to assess the Board's collective competencies, ensuring that its composition remains aligned with the Group's strategic direction and the changing operating landscape.

Process for Selection and Appointment of New Directors

The Company has adopted a comprehensive and detailed process for the selection of new Directors. Candidates will be sourced through an extensive network of contacts and selected based on, *inter alia*, the needs of the Group and the relevant expertise required. When necessary, the NC may seek the help of external consultants in the search process. In selecting suitable candidates, the Board, in consultation with the NC, will consider the Group's strategic goals, business direction and needs. The Board will also consider gender diversity requirements in seeking any new appointment to the Board. The NC will conduct interviews with the candidates and nominate the candidate deemed most suitable for appointment to the Board.

CORPORATE GOVERNANCE REPORT

Rotation and Re-election of Directors

In recommending a Director for re-election to the Board, the NC considers, *inter alia*, his/her performance and contributions to the Board (including attendance and participation at meetings, and time and effort accorded to the Group's business and affairs). The Constitution requires newly appointed Directors to retire at the next AGM following their appointment and one-third of the Board is to retire from office at every AGM.

The Board has accepted the NC's recommendations to seek approval from Shareholders at the forthcoming AGM to re-elect Mr Khojama Kalimuddin (newly appointed Director) who will be retiring pursuant to Article 99 of the Constitution and is eligible for re-election. Mr Khojama Kalimuddin has consented to his re-election. Dr Ho Tat Kin, Mr Ong Pang Liang and Mr Gary Ho Kuat Foong who will also be retiring by rotation under Article 93 of the Constitution will not be seeking re-election at the forthcoming AGM.

Mr Khojama Kalimuddin, who will be standing for re-election at the forthcoming AGM has abstained from the Board's and the NC's deliberations and decision on his re-election.

Additional information on the Director who has been nominated for re-election, required under Appendix 7F of the Catalist Rules are set out on pages 178 to 182 of this annual report.

Directors' Time Commitment and Multiple Board Representations

Where a Director has multiple board representations, the NC will evaluate whether or not the Director is able to and has been adequately carrying out his or her duties as a Director of the Company. The Board is of the view that a limit on the number of listed company directorships that an individual may hold should be considered on a case-by-case basis, as a person's available time and attention may be affected by many different factors such as whether they are in full-time employment and their other commitments. A Director with multiple directorships is expected to ensure that sufficient time and attention is given to the affairs of the Group.

The NC determines annually whether a Director with other listed company representations and/or other principal commitments is able to and has been adequately carrying out his/her duties as a Director. The NC takes into account the conduct of the Director on the Board in making this determination. For FY2024, the NC reviewed the multiple board representations held by the Directors and their confirmations that they are able to devote sufficient time and attention to the matters of the Group. The NC was of the view that each Director had given sufficient time and attention to the affairs of the Company and had been able to diligently discharge his/her duties as a Director effectively. The NC noted that based on the attendance of the Board and Board Committee meetings during FY2024, all the Directors were able to participate in the meetings in order to carry out their duties.

None of the Directors has appointed an alternate Director. As a Director is expected to be able to commit time to the affairs of the Company, the NC will generally not support the appointment of an alternate Director.

The key information (including the listed company directorships and principal commitments) of the Directors is as set out on pages 8 to 12 of this annual report.

CORPORATE GOVERNANCE REPORT

Succession Planning

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

Board Performance

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

The NC has formulated an evaluation process for assessing the effectiveness of the Board as a whole, Board Committees and individual Directors.

The assessment parameters include, among others, the Board and Board Committees size and composition, board independence, board processes, board information and accountability, attendance at meetings of the Board and the Board Committees, contributions and participation at meetings and ability to make informed decisions.

The primary objective of the assessment is to create a platform for the members of the Board and Board Committees to provide constructive feedback on the board procedures and processes and the changes which should be made to enhance the effectiveness of the Board and Board Committees.

The Company also conducted a self-evaluation to assess the performance of individual Directors. The performance of individual Directors is observed through their attendance and contributions at meetings, interactive and personal skills, knowledge, analytical skills and relevant experience, preparedness for the meeting and time and attention devoted to the affairs of the Company. The NC will also consider other contributions by a Director such as providing objective perspectives on issues, facilitating business opportunities and strategic relationships and the Director's accessibility to management outside of formal Board and/or Board Committee meetings.

The performance evaluation process is performed annually. Each Director is required to complete assessment forms to evaluate the Board, individual Directors and Board Committees. The Company Secretary will collate the completed forms and prepares a consolidated report for the Chairman of the NC. The NC discusses the report and concludes the performance results during the NC meeting before tabling the same to the Board. In consultation with the NC, the Chairman of the Board will act on the results of the performance evaluation.

All NC members have abstained from the voting or review process of any matters in connection with the assessment of his/her performance or re-appointment as a Director of the Company.

For FY2024, based on the completed assessment forms submitted by all Directors, with the consultation of the NC, the Board is of the view that the Board, the Board Committees and the Directors have fared well against the performance criteria and are satisfied with the performance of the Board and the Board Committees and each Director's contribution to the overall effectiveness of the Board. The Company has engaged Boardroom Limited as an external facilitator to carry out the evaluation process.

CORPORATE GOVERNANCE REPORT

REMUNERATION MATTERS

Procedures for Developing Remuneration Policies

Principle 6: The Board has a formal and transparent procedure for developing policies on director and executive remuneration, and for fixing the remuneration packages of individual directors and key management personnel. No director is involved in deciding his or her own remuneration.

Level and Mix of Remuneration

The RC comprises 4 Non-Executive Directors, all of whom are Independent Directors:

Mr Gary Ho Kuat Foong (Chairman)
Dr Ho Tat Kin
Mr Ong Pang Liang
Mr Goh Yi Shun, Joshua

The RC held 1 meeting in FY2024.

Based on the written terms of reference, the principal functions of the RC are to:

- review and recommend to the Board, a framework for determining executive remuneration including the remuneration of the Executive Director, CEO and KMP;
- review the remuneration of KMP and employees related to the Directors, the CEO or substantial Shareholders, if any, to ensure that their remuneration packages are in line with staff remuneration guidelines;
- review and recommend to the Board, a framework of remuneration (including Directors' fees) for Non-Executive Directors;
- administer the Secura Employee Share Option Scheme and the Secura Performance Share Plan (collectively, the "**Share-Based Incentive Plans**"); and
- review and approve each award/option as well as the total awards/options under each of the Share-Based Incentive Plans in accordance with the rules governing them, including awards/options granted to the Directors and KMP.

The Company's remuneration policy which covers all aspects of remuneration, including but not limited to directors' fees, salaries, allowances, benefits-in-kind, bonuses, options, share-based incentives and awards, is one that seeks to attract, retain and motivate talent to achieve the Company's business vision and create sustainable value for its stakeholders. In setting remuneration packages, the Group takes into consideration the remuneration and employment conditions within the same industry and in comparable companies, as well as the Group's relative performance and the performance of the individual.

For remuneration for Directors, no Director shall involve in deciding his or her own remuneration packages.

CORPORATE GOVERNANCE REPORT

The RC has access to expert advice from independent consultants on remuneration policies as and when necessary. The RC shall ensure that remuneration consultants if engaged, shall be free from any relationships with the Company which might affect their objectivity and independence. The expenses of such professional services shall be borne by the Company. For the financial year under review, no remuneration consultant was appointed.

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

In structuring and reviewing the remuneration packages, the RC seeks to align the interests of Directors and KMP with those of Shareholders by linking rewards to corporate and individual performance and ensuring that the remuneration commensurate with the roles and responsibilities of each Director and KMP.

The remuneration policy for the Executive Directors and KMP consists of two key components, fixed and variable. The fixed component includes salary, provident fund contributions and other allowances. The variable component comprises a performance-based bonus which is determined based on the achievement of individual and group performance targets. These variables which include both quantitative and qualitative, are determined annually based on specific key performance indicators ("**KPIs**") which are clearly set out each financial year.

For the Group's performance targets, it is based on revenue, EBITDA and annual profit growth while individual targets are based on the business unit revenue, operational margins and profitability growth, business retention and development, compliance and contribution to overall sustainability practices.

The Executive Directors will review the overall remuneration packages of KMPs while the RC will review the overall remuneration packages of the Executive Directors. Thereafter, the RC will recommend to the Board for approval. The RC has reviewed and is satisfied that the performance conditions for the Executive Directors and KMPs were met for FY2024.

The Company adopted the Share-Based Incentive Plans on 14 January 2016. The primary objective of establishing the Share-Based Incentive Plans is to recognise and reward Directors and employees for their valuable contributions to the growth and success of the Group as well as to retain employees whose services are vital to the success of the Group. Details of the Share-Based Incentive Plans can be found in the Company's offer document dated 20 January 2016.

Certain Directors were granted options pursuant to the Secura Employee Share Option Scheme in FY2016, details of which can be found on pages 96 to 97 of this annual report. No further options pursuant to the Secura Employee Share Option Scheme have been granted since FY2016 and no awards pursuant to the Secura Performance Share Plan have been granted since its inception.

CORPORATE GOVERNANCE REPORT

Non-Executive Directors' Remuneration

The RC reviews the framework for the Non-Executive Directors' remuneration taking into consideration the demands and responsibilities of the Non-Executive Directors, frequency of meetings, time spent, prevailing market conditions and referencing directors' fees against comparable benchmarks while bearing in mind the overall performance of the Group. Each Non-Executive Director's remuneration comprises a basic fee as a Board member and an additional fee for serving as a Chairperson of a Board Committee.

The RC is of the view that the fee structure of the Non-Executive Directors is appropriate to their level of contribution and does not compromise their objectivity and independence. The total fees payable to Directors are subject to approval by Shareholders at the AGM.

Disclosure on Remuneration

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

The breakdown of remuneration paid to or accrued to the Directors for FY2024 is as follows:

Name of Director	Directors' fees $'000	Salary (including employer provident fund) $'000	Variable or performance bonus and other allowances $'000	Total $'000
Dr Ho Tat Kin	59	–	–	59
Kan Kheong Ng	–	231	19	250
Lim Hoi Leong	–	248	38	286
Ong Pang Liang	53	–	–	53
Gary Ho Kuat Foong	47	–	–	47
Christina Teo Tze Wei (Zhao Ziwei)	45	–	–	45
Goh Yi Shun, Joshua	45	–	–	45
Wilson Sam	45	–	–	45

No other long-term incentives, benefits in kind, stock options granted, share-based incentives and awards, termination, retirement or post-employment benefits have been granted to the Directors.

CORPORATE GOVERNANCE REPORT

Key Management Personnel Remuneration

The Code requires the remuneration of at least the top 5 KMPs who are not in the capacity of a Director or the CEO within bands of S$250,000, to be disclosed. However, the Group only has 3 KMPs (who are not Directors or CEO) as follows:

- Goh Ching Hua Kelvin
- James Koh Wan Kai
- Edmund How Chee Keong

For FY2024, the remuneration band for the 3 KMPs (who are not Directors or CEO) are below S$250,000. No other long-term incentives, benefits in kind, stock options granted, share-based incentives and awards, termination, retirement or post-employment benefits have been granted to the 3 KMPs.

For competitive reasons and to maintain the confidentiality of staff remuneration in the interest of the Company, the remuneration details of these KMPs, including the breakdown and aggregate remuneration paid to them are not disclosed.

The Company adopts a remuneration policy for staff comprising a fixed component and a variable component. The fixed component is in the form of a salary, provident fund contributions and other allowances. The variable component is in the form of a performance-based bonus that is linked to the Company's and individual's performance.

Remuneration of Employees who are Substantial Shareholders or Immediate Family Members of a Director, the CEO or a Substantial Shareholder

The Company does not have any employee who is a substantial Shareholder or is an immediate family member of a Director, the CEO or a substantial Shareholder, and whose remuneration exceeds $100,000 in FY2024.

ACCOUNTABILITY AND AUDIT

Risk Management and Internal Controls

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

The Board is responsible for the governance of risks and the overall risk management and internal controls framework. It ensures that Management maintains a sound system of risk management and internal controls to safeguard the Company and Shareholders' interests and determines the nature and extent of the significant risks which the Board is willing to take in achieving the Company's strategic objectives. While there is no separate Board risk committee, the ARC supports the Board by overseeing the effectiveness of the Group's risk management and internal controls.

CORPORATE GOVERNANCE REPORT

The ARC is responsible for reviewing and reporting to the Board on the adequacy and effectiveness of the Group's risk management and the internal control systems, including financial, operational, compliance and information technology controls. To fulfill this role, ARC is supported by:

- Internal auditor, who assesses the adequacy and effectiveness of key internal controls, including financial, operational, compliance, and information technology controls. Any material non-compliance, control deficiencies, or recommendations for improvement are reported to the ARC.

- External auditor, who highlights any control weaknesses in financial reporting identified during the statutory audit.

- Management processes are governed by the Group's Enterprise Risk Management ("**ERM**") framework. This framework provides a structured, systematic, and consistent approach to managing risks. The ERM framework and related policies are reviewed annually to ensure ongoing relevance and effectiveness. Further details of the ERM framework can be found in pages 88 to 93 of this annual report.

Key reviews conducted during the financial year

During the financial year under review, the ARC reviewed reports submitted by the internal auditor on audits conducted to assess the adequacy and the effectiveness of the Company's internal control systems put in place. Any non-compliance or lapses in internal controls, together with recommendations for improvement, were presented to the ARC. A copy of the report 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 is closely monitored. In addition, any control weaknesses in financial reporting identified in the course of the statutory audit, if any, are highlighted by the external auditor to the ARC.

The ARC reviews the significant financial reporting issues and judgements to ensure the integrity of the financial statements of the Company. In addition, for FY2024, the ARC has received and reviewed a formal assurance from (a) the CEO and CFO that the financial records of the Group have been properly maintained and the financial statements give a true and fair view of the Group's operations and finances, and (b) the Business Heads and other KMPs who are responsible, regarding the adequacy and effectiveness of the Company's risk management and internal control systems.

While no system can provide absolute assurance against material loss or financial misstatement, the Company's internal financial controls are designed to provide reasonable assurance that assets are safeguarded, the proper accounting records are maintained, and that the financial information used within the business and for publication is reliable. In reviewing these controls, the Directors have had regard to the risks to which the business is exposed, the likelihood of such risks occurring and the costs of protecting against them.

CORPORATE **GOVERNANCE REPORT**

Based on the work performed by the internal auditor, the statutory audit by the external auditor and reviews performed by Management, the Board, with the concurrence of the ARC, is of the opinion that for FY2024, the Company has adequate and effective risk management system and internal controls in place to mitigate critical and significant risks in the following areas: Financial, Operational, Compliance and Information Technology.

For FY2024, both the Board and the ARC had not identified any material weaknesses in the internal controls and risk management system of the Group.

Audit and Risk Committee

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

The ARC comprises 5 Non-Executive Directors, the majority of whom, including the ARC Chairman, are Independent Directors:

Mr Ong Pang Liang (Chairman)
Dr Ho Tat Kin
Mr Gary Ho Kuat Foong
Mr Goh Yi Shun, Joshua
Mr Wilson Sam

The ARC held 4 meetings in FY2024.

All members of the ARC are Non-Executive Directors. None of the ARC members is a former partner or director of the Company's existing external auditor, Ernst & Young LLP ("**EY**"), within the previous two years or has any financial interest in the auditing firm. All the members of the ARC have relevant accounting and financial management experience and expertise and are hence able to discharge their responsibilities competently. The ARC Chairman, Mr Ong Pang Liang, was the CFO and finance director of companies listed on the Mainboard of the SGX-ST, Mr Gary Ho Kuat Foong is a member of the Institute of Singapore Chartered Accountants and CPA Australia, Mr Goh Yi Shun, Joshua is an Accounting and Finance degree holder and Mr Wilson Sam is a CFO of a company listed on the Mainboard of the SGX-ST. The ARC has reasonable resources to enable it to discharge its functions effectively.

During the financial year under review, the ARC met the Company's internal and external auditors without the presence of Management to review the accounting, auditing and financial reporting matters. This is to ensure that an effective control environment is maintained in the Group. The ARC also reviews proposed changes in accounting policies and discusses the accounting implications of major transactions. In addition, the ARC also advises the Board regarding the adequacy of the Group's internal controls and the content and presentation of its half-yearly and annual financial statements.

CORPORATE GOVERNANCE REPORT

Based on the written terms of reference, the principal functions of the ARC include:

- assisting the Board in the discharge of its responsibilities on financial reporting matters;
- reviewing with the internal and external auditors their plans and reports;
- reviewing the financial statements announcements before submission to the Board for approval;
- reviewing and reporting to the Board, at least annually, the effectiveness and adequacy of the internal controls (including financial, operational, compliance and information technology controls) and risk management systems;
- reviewing the independence and objectivity of the internal and external auditors and recommending to the Board their appointment or re-appointment as well as their remuneration and terms of engagement;
- meeting with internal and external auditors without the presence of the Management at least annually;
- reviewing and discussing with the internal and external auditors any suspected fraud or irregularity, or suspected infringement of any relevant laws, rules or regulations, which has or is likely to have a material impact on the Group's operating results or financial position, and the Management's response;
- reviewing the financial risk areas, with a view to providing an independent oversight of the Group's financial reporting, the outcome of such review to be disclosed in the annual reports or if the findings are material, to be immediately announced via SGXNET;
- reviewing the cooperation given by the Management to the internal and external auditors;
- reviewing interested person transactions;
- reviewing any potential conflicts of interest and setting out a framework to resolve or mitigate any potential conflict of interest; and
- reviewing and administering the Whistleblowing Policy.

The ARC shall also commission and review the findings of internal investigations into matters where there is any suspected fraud or irregularity, or failure of internal controls or infringement of any Singapore law, rules or regulations which has or is likely to have a material impact on the Group's operating results and/or financial position. Each member of the ARC shall abstain from voting on any resolutions in respect of matters in which he is interested.

Key Audit Matters

The external auditor has set out the key audit matters in respect of FY2024 in the Independent Auditor's Report on pages 99 to 103 of this annual report. The ARC has reviewed and concurred with the basis and conclusions included in the Independent Auditor's Report with respect to the key audit matters.

CORPORATE GOVERNANCE REPORT

External Auditor

The Company appoints EY, a firm registered with the Accounting and Corporate Regulatory Authority, for the audit of the Company and all its key subsidiaries. The external auditor provides regular updates and briefings to the ARC on changes to accounting standards and other financial issues to enable the ARC to keep abreast of such changes and their impact on the financial statements.

The ARC discussed with the external auditor the audit plan, and the report on the audit of the year-end financial statements; reviewed the external auditor's management letter and Management's responses thereto; and reviewed the external auditor's objectivity and independence from Management and the Company. In assessing independence, the ARC reviewed the fees and expenses paid to the external auditor, including fees paid for non-audit services during the year. The ARC is of the opinion that the auditor's independence has not been compromised. The ARC has also considered the adequacy of the resources, experience and competency of EY, and has taken into account the Audit Quality Indicators relating to EY at the firm level and on the audit engagement level. Consideration is also given to the experience of the engagement partner and key team members in handling the audit team's ability to work in a cooperative manner with Management whilst maintaining integrity and objectivity and to deliver their services professionally and within agreed timelines. On the basis above, the ARC is satisfied with the standard and quality of work performed by EY.

EY confirmed that the firm has remained as an independent public accountant within the meaning of Rule 12 of the Companies Act 1967 of Singapore and the Accountants (Public Accountants) Rules for the audit of the Group for FY2024.

Accordingly, at the recommendation of the ARC and as approved by the Board, the re-appointment of EY as the external auditor will be tabled for Shareholders' approval at the forthcoming AGM.

A breakdown of the audit and non-audit fees that are charged to the Group by the external auditor for FY2024 is set out below.

Service Category	**Fees Paid/Payable (S$'000)**
Audit services	194
Non-audit services	44
Total fees	**238**

The Group has complied with Rules 712 and 715 of the Catalist Rules on the appointment of audit firms for the Company and the entities in the Group.

CORPORATE GOVERNANCE REPORT

Internal Auditor

The Board recognises that it is responsible for maintaining a sound system of internal controls to safeguard Shareholders' investments and the Group's business and assets. The Company's internal audit function has been outsourced to the internal auditor, Baker Tilly Consultancy (Singapore) Pte Ltd ("**BT**") that reports directly to the ARC and administratively to Management. The internal auditor has unfettered access to all the Company's documents, records, properties and personnel, including access to the ARC.

The ARC approves the hiring, removal, evaluation and compensation of the internal auditor. Procedures are in place for the internal auditor to report, independently on its findings and recommendations to the ARC for review. Management will update the ARC on the status of the remedial action plans. The ARC also reviews and approves the annual internal audit plans and resources to ensure that the internal auditor has adequate resources to perform its functions.

The ARC reviews the adequacy and effectiveness of the internal auditor at least annually to, *inter alia*, ensure (i) that the majority of the identified risks are audited by cycle, (ii) that the recommendations of the internal auditor are properly implemented, and (iii) the effectiveness and independence of the internal auditor.

The internal auditor conducted a review of the effectiveness of the Group's internal controls in FY2024 and no material weaknesses were identified.

For FY2024, the ARC is satisfied that the internal auditor is independent, effective and adequately staffed with persons with the relevant experience and qualifications. The internal auditor is led by a BT partner who has more than 20 years of audit and advisory experience and the team is staffed by suitably qualified and experienced professionals with the relevant qualifications and experience.

The ARC is also satisfied that the internal auditor has met the standards set by nationally or internationally recognised professional bodies including the International Professional Practices Framework set by The Institute of Internal Auditors.

Whistleblowing Policy

The Company is committed to a high standard of corporate governance. In line with this commitment, the Whistleblowing Policy aims to (a) provide a trusted avenue for employees, vendors, customers and other stakeholders to report serious wrongdoings or concerns, particularly in relation to fraud, governance or ethics, without fear of reprisals when whistleblowing in good faith; and (b) ensure that robust arrangements are in place to facilitate independent investigation of the reported concern and for the appropriate follow up actions to be taken.

The ARC is responsible for oversight and monitoring of whistleblowing.

The Group prohibits discrimination, retaliation or harassment of any kind against a whistleblower (the "**Whistleblower**") who submits a complaint or report in good faith. If a Whistleblower believes that he or she is being subject to discrimination, retaliation or harassment for having made a report under this policy, he or she should immediately report these facts to the CEO or if the CEO is the subject of the complaint, to the Chairman of the Board. Reporting should be done promptly to facilitate investigation and the taking of appropriate action.

CORPORATE GOVERNANCE REPORT

All reports of incidents, including information or evidence provided, on matters relating to whistle blowing will be handled discreetly and every effort will be made to maintain confidentiality of the information provided, within the limits of the law. The identity of the individual making the allegation shall be kept confidential for the protection of the Whistleblower so long as it does not hinder or frustrate any investigation.

The policy which is available on the Company's intranet and employee handbook aims to foster a workplace conducive to open communication regarding the Company's business practices and to protect the employees from unlawful retaliation and discrimination for the proper disclosing or reporting of illegal or unethical conduct in good faith. The policy is also available on the Company's website.

Complaints or suspicions of impropriety can be reported by employees and other stakeholders in the form of email, letters or written/verbal reports. Anonymous complaints may also be considered, taking into account factors such as seriousness of the issues raised, the credibility of the concern, and the likelihood of confirming the allegation from attributable sources. A dedicated email address and the postal reporting address are published on the Company's website to receive such complaints or reports. Employees have access to various channels to report any improprieties. All cases reported will be investigated objectively and thoroughly and appropriate action will be taken if warranted. The investigation will be independent of the person concerned with the allegation. A summary of the reports received, investigation results and subsequent actions taken are reported to the ARC on a quarterly basis or when warranted. Under certain circumstances, the ARC will be informed of any complaint, as soon as practicable.

SHAREHOLDER RIGHTS AND ENGAGEMENT

Shareholder Rights and Conduct of General Meetings

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

Shareholders are entitled to attend the general meetings and are afforded the opportunity to participate effectively in and vote at general meeting. 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. An independent scrutineer is also appointed to count and validate the votes cast at the general meetings.

Shareholders are informed of general meetings through notices published in the newspaper (if required) and the Company's announcements and press releases via SGXNET as well as through reports/circulars sent to all Shareholders.

The Constitution allows a Shareholder to appoint up to 2 proxies to attend, speak and vote on their behalf at general meetings. Pursuant to the multiple proxies regime introduced by the Companies (Amendment) Act 2014, investors who hold Shares through nominees company or custodian bank may attend and vote at general meetings. Specified intermediaries, such as banks and capital markets services licence holders which provide custodial services, may appoint more than 2 proxies.

Resolutions requiring Shareholders' approval are tabled separately for adoption at the Company's general meetings unless they are closely related and are more appropriately tabled together. Reasons, and implications of why resolutions are bundled will be set out in the circular sent out.

CORPORATE **GOVERNANCE REPORT**

The detailed results showing the number of votes cast for and against each resolution and the respective percentages are announced via SGXNET after the conclusion of the general meetings.

The Company requires all Directors (including the Chairman of the Board and the respective Board Committees Chairman) to be present at all general meetings, unless due to exigencies. The external auditor is also required to be present to address Shareholders' queries about the conduct of audit and the preparation and content of the independent auditor's report. All Directors and the external auditor were present at the AGM held in FY2024.

The Constitution allows for absentia voting (such as via mail or email). However, as the authentication of Shareholder identity information and other related security issues remain a concern, the Company has decided, for the time being, not to implement voting in absentia by mail, e-mail or fax. Nonetheless, Shareholders can appoint proxies to vote on their behalf if they are not able to attend a general meeting as provided in the Constitution.

The Company Secretary prepares minutes of general meetings which include relevant and substantial questions and comments from shareholders in relation to the meeting agenda and responses from the Board and Management. All minutes of general meetings will be made available to shareholders on SGXNET and the Company's corporate website within one month after such meetings.

Engagement with Shareholders

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

The Company solicits feedback from and addresses the concerns of Shareholders (including institutional and retail investors) via the general meetings held during the financial year. Information is also disseminated to Shareholders and investors on a timely basis through:

a) annual reports and notices of general meetings issued to all Shareholders; and

b) half-year and full-year announcements of financial results and other announcements or press releases through the SGXNET.

The Company holds briefings to present its financial statements for the media and analysts, when requested. Outside of the financial announcement periods, when necessary and appropriate, Management will meet investors and analysts who would like to seek a better understanding of the Group's businesses and operations. This also enables the Group to solicit feedback from the investment community on a range of strategic and topical issues which provide valuable insights to the Company on investors' views. When opportunities arise, the Company conducts media interviews to give Shareholders and the public a better perspective of the Group's businesses, operations and prospects.

The Company also maintains a corporate website at www.securagroup.com.sg where the public can access investor-related information about the Group. All announcements made including financial statements, are published via SGXNET as well as on the Company's corporate website. Shareholders, analysts and the press can contact the Company directly via the online submission form on the Company's corporate website or office telephone number.

CORPORATE GOVERNANCE REPORT

The Company has appointed an investor relations firm, August Consulting Pte Ltd, to manage communications with its stakeholders and to ensure that their queries and concerns are promptly addressed by the designated members of Management. The contact details of August Consulting Pte Ltd can be found on the corporate information page of this annual report and has procedures in place for responding to investors' queries as soon as possible.

MANAGING STAKEHOLDERS RELATIONSHIPS

Engagement with Stakeholders

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

The Company engages its stakeholders through various channels to ensure that the business interests of the Group are balanced when compared to the needs and interests of its stakeholders. Stakeholders of the Company include but are not limited to customers, employees, suppliers, government, regulators, community, shareholders and investors.

The Company's sustainability report is integrated with this annual report and is accessible on the SGX's website and the Company's corporate website. Details of where stakeholders can engage with the Company are set out in the sustainability report.

Dividend Policy

The Company does not have a fixed dividend policy. The form, frequency and amount of future dividends that the Directors may recommend or declare in respect of any particular financial year or period will be subject to, *inter alia*, the Group's level of earnings, general business and financial condition, results of operations, capital requirements, cash flow, plans for expansion and other factors which the Directors may deem appropriate. In addition, the Company is a holding company and depends upon the receipt of dividends and other distributions from the subsidiaries to pay the dividends. Any payouts of dividends declared, being interim or final, will be clearly communicated to Shareholders in public announcements on SGXNET when the Company announces its financial results.

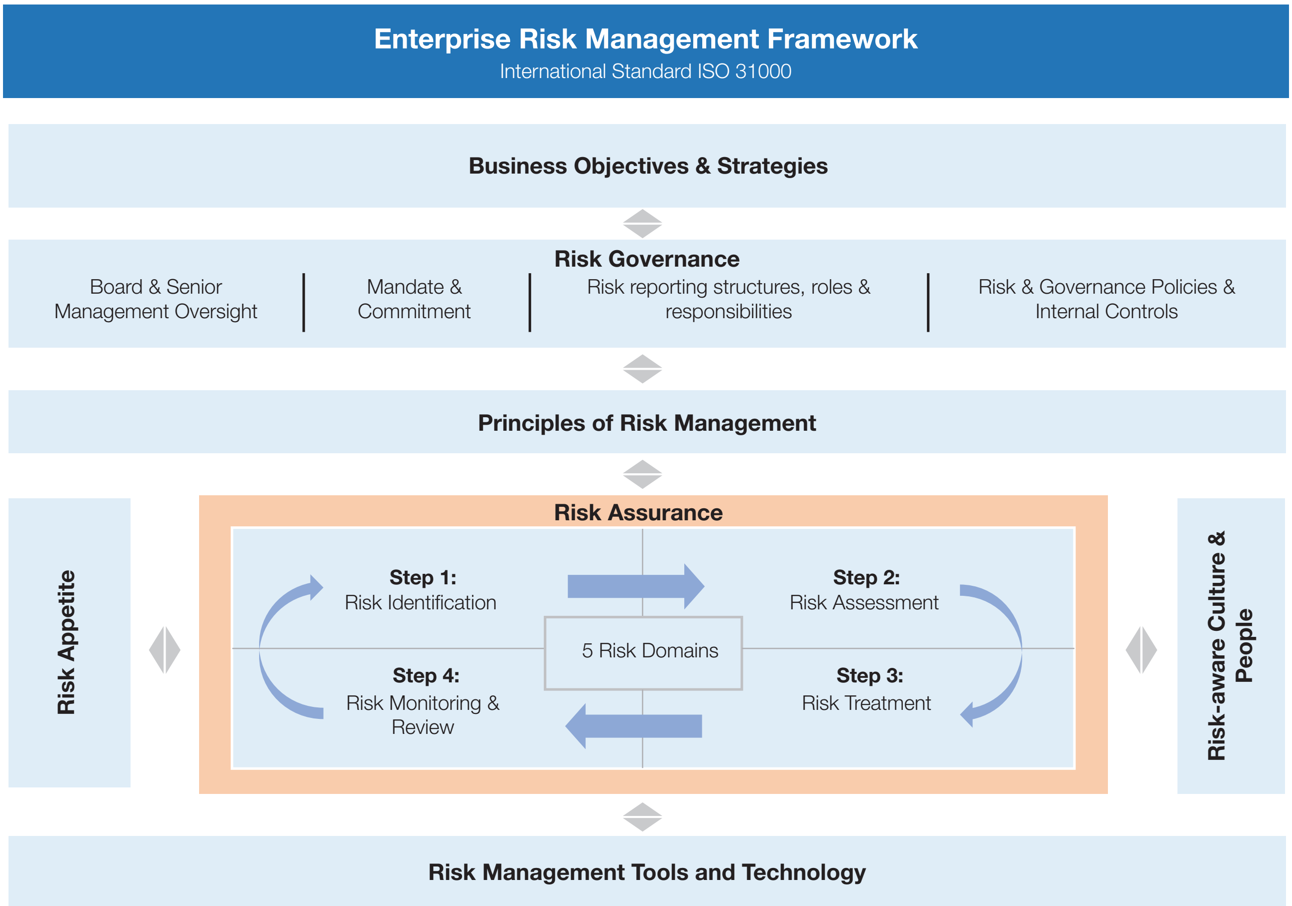
The Board has recommended a first and final tax exempt (one-tier) dividend of 0.1375 Singapore cents per ordinary share for FY2024 for approval by Shareholders at the forthcoming AGM.

CORPORATE GOVERNANCE REPORT

ENTERPRISE RISK MANAGEMENT

Enterprise Risk Management ("ERM") Framework

The ERM framework of the Group is modelled based on ISO 31000:2018 Risk Management Guidelines and is supported by policies and procedures to guide the Group on managing risks that could impact the achievement of its business objectives and strategies.



CORPORATE **GOVERNANCE REPORT**

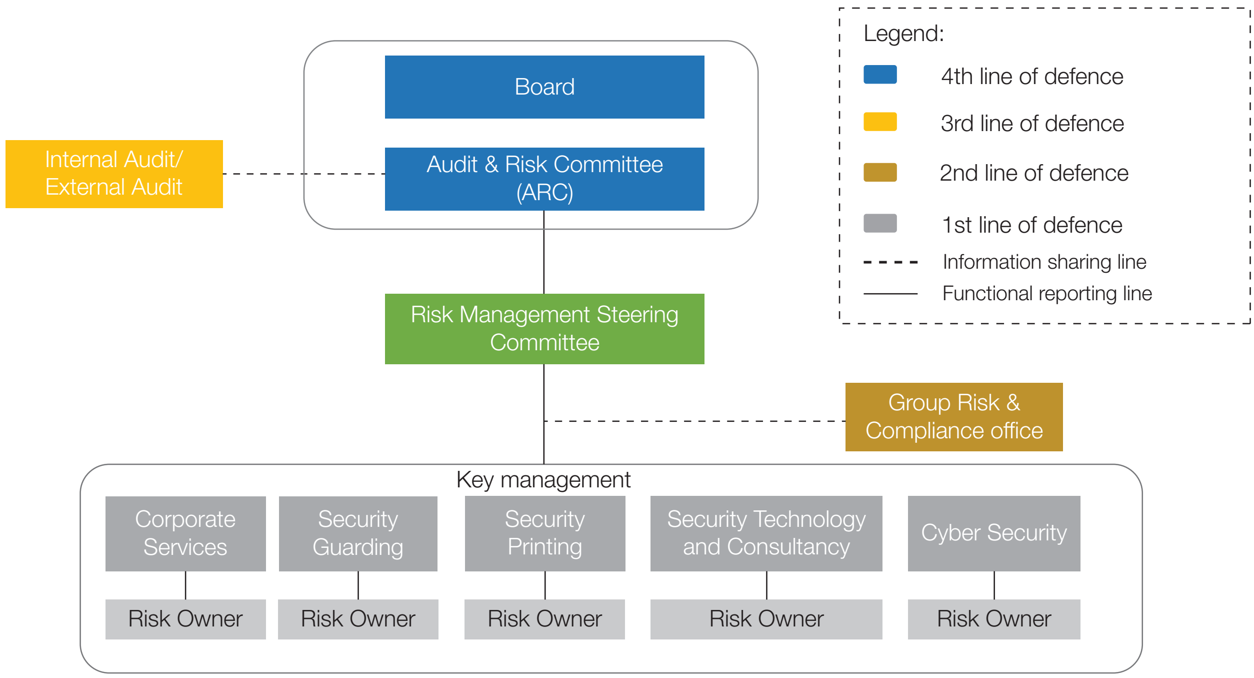
Risk Governance

The Board is responsible for the governance of risks within the Group. The ERM framework provides a systematic process for the Group to identify and review the nature and complexity of the risks involved and to prioritise resources to manage such risks.

To foster a risk-aware culture, the Group integrates risk management processes into day-to-day operations and sets an appropriate tone at the top. This is reinforced through communications, continuous education and training programs across all levels, ensuring that employees understand their roles in managing risk proactively.

Ownership and accountability for the risk management are structured through a four-lines of defence model as illustrated in the diagram below. The Risk Management Steering Committee ("**RMSC**"), comprising Senior Management and appointed risk owners, serves as the highest management-level body responsible for strategic oversight and coordination of risk management efforts. The RMSC ensures that risk processes align with the ERM framework and are effectively implemented across the Group.

Supporting the RMSC, the Group Risk & Compliance Office plays a key role in monitoring key risks, ensuring policy compliance, and promoting a risk-aware culture. At the highest governance level, the ARC, reporting to the Board, oversees the adequacy and effectiveness of risk management and internal controls. The ARC regularly reviews key risk exposures, mitigation strategies, and assurance activities, ensuring that the Group's ERM Framework remains robust and aligned with corporate objectives.



CORPORATE GOVERNANCE REPORT

Group's Key Risks

The Group compiles a report on its risk profile, summarising the key risks faced by the Group and the mitigating measures in place to manage or mitigate those risks, for review by the ARC and the Board on an annual basis. The report provides an overview of the Group's key risks, the key personnel responsible for each identified risk, and the corresponding mitigating measures in place.

Details of key risks and controls are as follows:

Key Risks	Key Controls
1) Manpower Costs Inflation Risk	
Rising manpower costs present a key risk to the Group, particularly given the labour-intensive nature of its business. Wage inflation, regulatory changes such as increases in statutory wages, and a competitive labour marketplace upward pressure on operating expenses. Increases in these cost may impact the Group's profit margins and its ability to remain cost-competitive in delivering security solutions.	• Periodic review of remuneration packages & benefits and benchmarking • Incorporating rising costs into pricing strategy • Automation and technology adoption • Cost monitoring and forecasting • Outsourcing and strategic partnership to optimise workforce related expenses • Employee surveys on compensation framework • Continuous training & upskilling • Flexi workforce strategies • Optimise manpower planning, scheduling & allocation • Leveraging on available government grants & incentives • Employee welfare & engagement and workplace culture • Initiatives for turnover reduction and retention
2) Customer Concentration Risk	
This risk refers to the heavy reliance on a small number of customers for a significant portion of its revenue. This reliance exposes the Group to potential revenue volatility if these clients reduce their business engagement, renegotiate contracts, or switch to alternative service providers. Such risk could impact the Group's financial stability and operational resilience.	• Strengthen customer relationships • Regular engagement with customer for feedback and improvement • Diversification of client base • Broaden service offerings • Long-term contract structuring • Dedicated account manager for addressing customer issues promptly • Exit & contingency clauses to protect against sudden customer losses • Develop contingency plans for revenue loss scenarios • Strengthen branding & reputation

CORPORATE GOVERNANCE REPORT

Key Risks	Key Controls
3) Competition Risk	
Failure to identify and adapt to changing industry trends may weaken the Group's competitive advantage. The increasing adoption of AI-driven automation, digital transformation, and advanced security solutions is reshaping the industry, requiring continuous innovation to stay relevant. A lack of timely adaptation to these changes may result in pricing pressures, reduced market share, and challenges in client retention and acquisition.	• Market differentiation and service excellence • Broaden service offerings • Investment in innovation and technology • Talent development and upskilling • Strategic partnership and alliances • Keep abreast of latest industry & market trends • Strengthen company branding & reputation • Digital transformation • Analysis on competitors' strategies and market move
4) Talent Flight Risk	
This risk refers to the potential loss of key employees, particularly those with specialised skills, institutional knowledge, or leadership capabilities. It may lead to poor quality of products and services, disruption to organisational performance and operations, impact staff morale, and weaken competitive advantage.	• Talent development and retention program • Contingency planning for key positions • Employee welfare & engagement and workplace culture • Competitive compensation and benefits • Training and career progression opportunities
5) Failure to recruit staff with necessary skills, experience and competence	
Failure to recruit staff with necessary skills, experience and competence to support business operations may lead to poor quality products and services, operational inefficiencies, increased costs, difficulty in achieving strategic objectives and weaken competitive advantage.	• Employee welfare & engagement and workplace culture • Competitive compensation and benefits • Training and career progression opportunities • Continuous training & upskilling
6) Leadership Succession Risk	
Risks related to key management personnel, who possess decades of invaluable technical and professional expertise in their respective fields. Their contributions are critical to the efficient operation of the business, strategic decision making and overall long-term viability. The loss of these individuals could impact the Group's long-term strategy formulation and execution.	• Leadership development and talent management • Succession planning program for key positions • Regular leadership assessment and development plans

CORPORATE GOVERNANCE REPORT

Key Risks	Key Controls
7) Failure to deliver products and services as per contractual obligations	
Failure to deliver products and services as per contractual obligations may result in operational disruptions, liquidated damages, loss of reputation & customer trust, reduced future business opportunities and impact Group's profit margins.	• Optimise workforce planning, scheduling and allocation • Flexible shift work arrangement • Continuous training and upskilling • Contingency staffing • Automation & technology adoption
8) Legal and Regulatory Compliance	
Risk of failure to comply with legal, regulatory, statutory requirements, leading to penalties, liquidated damages, loss of reputation, potential revocation of licenses/accreditation and may weaken competitive advantage.	• Engage legal advice for complex, high-value, or sensitive contracts to ensure regulatory alignment and mitigate legal risks • Internal contract review • Regulatory monitoring and compliance review • Compliance training and awareness programs • Compliance policies and reporting process & mechanism • Licensing and accreditation tracking
9) Third Party Management Risk	
Risk associated with third-party management, which can impact operational efficiency and service quality. Key concerns include maintaining quality control and consistency across outsourced services, managing monetary disputes, ensuring compliance with regulations and industry standards, and navigating operational dependencies on external vendors.	• Due diligence activities on third parties prior to contract award • Regular third parties' engagement and performance monitoring & review • Clearly defined requirements & performance expectations in service level agreements, penalties for non-compliance, and dispute resolution mechanisms in contractual agreements. • Ensure third parties handling sensitive information comply with data security policies and regulatory requirements • Contingency plans and alternative vendor arrangements to mitigate service disruptions from third-party failures or non-performance

CORPORATE GOVERNANCE REPORT

Key Risks	Key Controls
10) Data security risk	
Risk associated with threats, vulnerabilities, and weaknesses that can compromise the confidentiality, integrity, or availability of data, including cybersecurity threats & cyber-attacks, data breaches, physical security risks, system vulnerability and insider threats. These risks can compromise sensitive information, disrupt operations, and impact business continuity.	• Adoption of remote monitoring solutions (i.e. CCTV) • Regular cybersecurity & data governance protection awareness and training • Data encryption and secure storage • Routine IT infrastructure & vulnerability assessments • Endpoint protection and antivirus software • Software installation restrictions • Firewall and network security maintenance • Incident response and business continuity plan • Regular internal data security audits • User access control

INTERESTED PERSON TRANSACTIONS

Rules 907 and 1204(17) of the Catalist Rules

The Group complies with the provisions on interested person transactions under the Catalist Rules.

All interested person transactions ("**IPTs**") will be documented and submitted periodically to the ARC for their review to ensure that such transactions are carried out on an arm's length basis and on normal commercial terms and are not prejudicial to the interests of the Company.

The Company does not have a general mandate from Shareholders for IPTs.

There are no interested person transactions of $100,000 or more during the financial year.

MATERIAL CONTRACTS

Rule 1204(8) of the Catalist Rules

Save for the service agreement between the Company and the Executive Directors, disclosures under the sections "Interested Person Transactions" and the "Directors' Statement" of this annual report and the financial statements of the Group, there were no other material contracts entered into by the Company or its subsidiaries involving the interests of any Director, the CEO or controlling Shareholder which is either subsisting at the end of FY2024 or, if not then subsisting, entered into since the end of FY2023.

CORPORATE GOVERNANCE REPORT

DEALINGS IN SECURITIES

Rule 1204(19) of the Catalist Rules

The Company has a policy which prohibits dealings in the Company's securities by all officers of the Company and its subsidiaries, one month prior to the announcement of the Group's half-year and full-year financial statements (hereinafter referred to as the Black-out Period). The policy sets out a code of conduct to provide guidance for the Directors and employees of the Group on their dealings in the Company's securities, as well as the implications of insider trading.

Directors, executive officers, employees and any other persons, as determined by Management, who may possess unpublished material price-sensitive or trade-sensitive information of the Group (relevant persons), are also reminded to observe insider trading laws at all times, and not to deal in the Company's securities when in possession of any price-sensitive or trade-sensitive and confidential information regarding the Group, or on short-term considerations. A reminder will be circulated to Directors, executive officers, employees and relevant personnel of the Company and its subsidiaries before the commencement of each Black-out Period, during which, dealings in the Company's securities are prohibited. All Directors of the Company and its subsidiaries are required to report all dealings to the Company Secretary.

The Company confirms it has complied with the best practice pursuant to the Catalist Rules in not dealing in its securities during the Black-out Period for FY2024.

NON-SPONSOR FEES

Rule 1204(21) of the Catalist Rules

There were no non-sponsor fees paid to the Company's sponsor, United Overseas Bank Limited, in FY2024.

DIRECTORS' STATEMENT

The directors are pleased to present their statement to the members together with the audited consolidated financial statements of Secura Group Limited (the "Company") and its subsidiaries (collectively, the "Group") and the balance sheet and statement of changes in equity of the Company for the financial year ended 31 December 2024.

Opinion of the directors

In the opinion of the directors,

(i) the consolidated financial statements of the Group and the balance sheet and statement of changes in equity of the Company are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024 and the financial performance, changes in equity and cash flows of the Group and changes in equity of the Company for the year ended on that date; and

(ii) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

Directors

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

Dr Ho Tat Kin	
Kan Kheong Ng	
Lim Hoi Leong	(appointed on 1 January 2024)
Ong Pang Liang	
Gary Ho Kuat Foong	
Christina Teo Tze Wei (Zhao Ziwei)	
Goh Yi Shun, Joshua	
Khojama Kalimuddin	(appointed on 3 February 2025)
Wilson Sam	

Arrangements to enable directors to acquire shares and debentures

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

DIRECTORS' STATEMENT

Directors' interests in shares and debentures

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

	Direct interest	
Name of director	**At beginning of the financial year**	**At end of the financial year**
Ordinary shares of the Company		
Kan Kheong Ng	50,000	50,000

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

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

Share options

The Company adopted a share option scheme known as the Secura Employee Share Option Scheme ("Secura ESOS"), which was approved by a shareholders' resolution passed on 14 January 2016. The Secura ESOS provides an opportunity for the Group's employees and directors to participate in the equity of the Company.

Details of all the share options to subscribe for ordinary shares of the Company pursuant to the Secura ESOS as at 31 December 2024 are as follows:

Name of directors	**Exercise price ($)**	**Number of options**
Dr Ho Tat Kin	0.25	1,200,000
Ong Pang Liang	0.25	800,000
Gary Ho Kuat Foong	0.25	800,000
Total		2,800,000

DIRECTORS' STATEMENT

Share options (continued)

Details of the share options to subscribe for ordinary shares of the Company granted to directors of the Company pursuant to the Secura ESOS are as follows:

Name of directors	Options granted during financial year	Aggregate options granted since commencement of plan to end of financial year	Options cancelled or lapsed since commencement of plan to end of financial year	Aggregate options outstanding as at end of financial year
Dr Ho Tat Kin	–	1,200,000	–	1,200,000
Ong Pang Liang	–	800,000	–	800,000
Gary Ho Kuat Foong	–	800,000	–	800,000
Total	–	2,800,000	–	2,800,000

These options are exercisable between the periods from 9 May 2017 to 8 May 2026 at the exercise price of $0.25 if the vesting conditions are met.

Since the commencement of the Secura ESOS plans till the end of the financial year:

- No options have been granted to the controlling shareholders of the Company and their associates
- No participant other than the directors mentioned above has received 5% or more of the total options available under the plans
- No options that entitle the holder to participate, by virtue of the options, in any share issue of any other corporation have been granted
- No options have been granted at a discount

Share plan

The Company adopted a performance share plan known as the Secura Performance Share Plan ("Secura PSP"), which was approved by a shareholders' resolution passed on 14 January 2016. The Secura PSP aims to motivate, recognise and reward contributions made by employees.

No performance shares have been granted or awarded pursuant to the Secura PSP since its inception.

Rules of the Secura ESOS and the Secura PSP are set out in the Company's offer document dated 20 January 2016 and are administered by the Remuneration Committee.

DIRECTORS' STATEMENT

Audit and Risk Committee

The Audit and Risk Committee performed the functions specified in the Singapore Companies Act 1967. The functions performed are detailed in the Corporate Governance Report.

Auditor

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

On behalf of the board of directors:

Kan Kheong Ng
Director

Lim Hoi Leong
Director

Singapore
28 March 2025

INDEPENDENT AUDITOR'S REPORT

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Secura Group Limited (the "Company") and its subsidiaries (collectively, the "Group"), which comprise the consolidated balance sheet of the Group and the balance sheet of the Company as at 31 December 2024, the consolidated statement of 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 policy information.

In our opinion, the accompanying consolidated financial statements of the Group, the balance sheet and statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2024 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") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

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

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

INDEPENDENT AUDITOR'S **REPORT**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

Key audit matters (continued)

Impairment assessments of the Company's investment in subsidiaries, the Group's goodwill, property, plant, and equipment, and the assessment of the fair value of deferred consideration

As of 31 December 2024, the carrying amount of the Company's investment in subsidiaries was $23.3 million. The Group's carrying value of goodwill was $1.61 million, and the related fair value of the deferred consideration amounted to $0.58 million as of the same date. The goodwill and deferred consideration arose from the previous year's business combination.

Management performs periodic and annual impairment reviews of goodwill and conducts impairment assessments for identified property, plant, and equipment where there are indications of impairment. Management also assesses the related fair value of the deferred consideration at each reporting date based on the target accumulated net profit after taxation ("NPAT") over three years.

The recoverable value of the cash-generating units ("CGUs") has been determined based on value-in-use calculations using cash flow projections approved by management. The estimates and assumptions used in these cash flow projections, which form the basis for the recoverable amounts of the investment in subsidiaries, the CGUs, and the fair value of the deferred consideration, require significant management judgment due to inherent estimation uncertainty. Therefore, we have considered this to be a key audit matter.

Our audit procedures included, among others, obtaining an understanding of management's process and methodology for determining the recoverable amount of the investment in subsidiaries and the CGUs. We assessed the appropriateness of management's assumptions applied in the discounted cash flow models based on our knowledge of the operations and performance of these assets. This included understanding management's planned strategies and evaluating their forecasting process by comparing previous forecasts to actual results. We engaged our internal valuation specialists to assist us in reviewing the reasonableness of the discount rates. Additionally, we reviewed management's analysis of the sensitivity of the recoverable amounts to reasonably possible changes in the respective assumptions and assessed the reasonableness of the terminal growth rates. We also evaluated the adequacy of the disclosures in the financial statements, specifically in Note 3 Significant Accounting Judgments and Estimates, Note 4 Property, Plant, and Equipment, Note 7 Intangible Assets, Deferred Consideration, and Note 8 Investment in Subsidiaries.

INDEPENDENT AUDITOR'S **REPORT**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

Other information

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

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

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

Responsibilities of management and directors for the financial statements

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

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

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

Auditor's responsibilities for the audit of the financial statements

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

INDEPENDENT AUDITOR'S **REPORT**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

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

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

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

- Plan and perform the Group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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

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

INDEPENDENT AUDITOR'S REPORT

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

Report on other legal and regulatory requirements

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

The engagement partner on the audit resulting in this independent auditor's report is Tan Soon Seng.

Ernst & Young LLP
Public Accountants and
Chartered Accountants

Singapore
28 March 2025

BALANCE SHEETS

AS AT 31 DECEMBER 2024

	Note	Group 2024 $'000	Group 2023 $'000 (Reclassified)	Company 2024 $'000	Company 2023 $'000
Assets					
Non-current assets					
Property, plant and equipment	4	20,356	21,230	13,898	14,046
Right-of-use assets	5	1,124	1,141	–	–
Investment property	6	–	–	2,235	2,325
Intangible assets	7	1,705	1,716	33	26
Investment in subsidiaries	8	–	–	23,344	21,194
Investment in joint ventures	9	152	153	–	–
Investment in associates	10	1,985	1,784	–	–
Deferred tax assets	25	4	172	–	–
		25,326	26,196	39,510	37,591
Current assets					
Inventories	11	688	844	–	–
Trade and other receivables	12	11,279	12,450	65	32
Contract assets	21	2,215	2,278	–	–
Prepaid operating expenses		1,010	1,072	23	18
Amounts due from subsidiaries	13	–	–	754	2,514
Cash and short-term deposits	15	20,507	16,043	8,755	7,207
		35,699	32,687	9,597	9,771
Asset held for sale on investment in a joint venture	9	–	371	–	–
Total assets		61,025	59,254	49,107	47,362
Equity and liabilities					
Current liabilities					
Trade and other payables	16	7,991	8,414	705	683
Contract liabilities	21	684	837	–	–
Loans and borrowings	17	428	489	250	250
Lease liabilities		360	239	–	–
Amounts due to subsidiaries	13	–	–	4,436	3,977
Amounts due to a joint venture	14	285	47	–	–
Income tax payable		604	322	–	–
		10,352	10,348	5,391	4,910
Net current assets		25,347	22,710	4,206	4,861

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

BALANCE **SHEETS**

AS AT 31 DECEMBER 2024

		Group		Company	
	Note	**2024**	**2023**	**2024**	**2023**
		$'000	**$'000**	**$'000**	**$'000**
			(Reclassified)		
Non-current liabilities					
Loans and borrowings	17	1,850	2,289	1,765	2,027
Lease liabilities		722	850	–	–
Other payables	16	1,054	1,075	575	875
Provision for reinstatement cost	18	51	51	–	–
Deferred tax liabilities	25	618	864	–	–
		4,295	5,129	2,340	2,902
Total liabilities		14,647	15,477	7,731	7,812
Net assets		46,378	43,777	41,376	39,550
Equity					
Share capital	19	61,644	61,644	61,644	61,644
Other reserves	20	(16,712)	(16,652)	111	111
Retained earnings/(Accumulated losses)		1,322	(1,456)	(20,379)	(22,205)
Equity attributable to owners of the Company		46,254	43,536	41,376	39,550
Non-controlling interest		124	241	–	–
Total equity		46,378	43,777	41,376	39,550

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

CONSOLIDATED STATEMENT OF **COMPREHENSIVE INCOME**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Note	2024 $'000	2023 $'000 (Reclassified)
Revenue	21	58,714	59,677
Cost of sales		(48,715)	(52,506)
Gross profit		9,999	7,171
Other operating income	22	2,362	2,226
Distribution and selling expenses		(2,141)	(1,789)
Administrative expenses		(7,011)	(6,612)
Finance costs		(143)	(95)
Share of results of joint ventures and associate		403	364
Profit before tax	23	3,469	1,265
Income tax expenses	25	(258)	(229)
Profit for the year		3,211	1,036
Other comprehensive income: items that may be reclassified subsequently to profit or loss			
Share of foreign currency translation of joint venture and associate		(111)	(101)
Foreign currency translation arising from disposal of a joint venture		51	–
Total comprehensive income for the year		3,151	935
Profit for the year attributable to:			
Owners of the company		3,328	1,045
Non-controlling interest		(117)	(9)
Profit for the year		3,211	1,036
Total comprehensive income attributable to:			
Owners of the company		3,268	944
Non-controlling interest		(117)	(9)
Total comprehensive income for the year		3,151	935
Earnings per share (cents per share):			
Basic and diluted earnings per share	26	0.83	0.26

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

STATEMENT OF **CHANGES IN EQUITY**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Attributable to owners of the Company								
	Share capital $'000	**Merger reserve $'000** (Note 20(a))	**Foreign currency translation reserve $'000** (Note 20(b))	**Employee share option reserve $'000** (Note 20(c))	**Other reserves $'000**	**Retained earnings/ (accumulated losses) $'000**	**Total $'000**	**Non-controlling interest $'000**	**Total equity $'000**
Group									
At 1 January 2024	61,644	(16,291)	(472)	111	(16,652)	(1,456)	43,536	241	43,777
Profit for the year	–	–	–	–	–	3,328	3,328	(117)	3,211
Other comprehensive income									
Share of foreign currency translation of joint venture and associate	–	–	(111)	–	(111)	–	(111)	–	(111)
Foreign currency translation arising from disposal of a joint venture (Note 9)	–	–	51	–	51	–	51	–	51
Other comprehensive income for the year, net of tax	–	–	(60)	–	(60)	–	(60)	–	(60)
Total comprehensive income for the year	–	–	(60)	–	(60)	3,328	3,268	(117)	3,151
Contributions by and distributions to owners									
Dividends paid on ordinary shares (Note 27)	–	–	–	–	–	(550)	(550)	–	(550)
At 31 December 2024	61,644	(16,291)	(532)	111	(16,712)	1,322	46,254	124	46,378

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

STATEMENT OF **CHANGES IN EQUITY**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Attributable to owners of the Company								
	Share capital $'000	Merger reserve $'000 (Note 20(a))	Foreign currency translation reserve $'000 (Note 20(b))	Employee share option reserve $'000 (Note 20(c))	Other reserves $'000	Accumulated losses $'000	Total $'000	Non-controlling interest $'000	Total equity $'000
Group									
At 1 January 2023	61,644	(16,291)	(375)	111	(16,555)	(1,501)	43,588	–	43,588
Profit for the year	–	–	–	–	–	1,045	1,045	(9)	1,036
Other comprehensive income									
Share of foreign currency translation of joint ventures and associates	–	–	(101)	–	(101)	–	(101)	–	(101)
Other comprehensive income for the year, net of tax	–	–	(101)	–	(101)	–	(101)	–	(101)
Total comprehensive income for the year	–	–	(101)	–	(101)	1,045	944	(9)	935
Contributions by and distributions to owners									
Dividends paid on ordinary shares (Note 27)	–	–	–	–	–	(1,000)	(1,000)	–	(1,000)
Changes in ownership interests in a subsidiary									
Acquisition of a subsidiary	–	–	4	–	4	–	4	250	254
At 31 December 2023	61,644	(16,291)	(472)	111	(16,652)	(1,456)	43,536	241	43,777

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

STATEMENT OF **CHANGES IN EQUITY**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Share capital $'000	Other reserves $'000 (Note 20(c))	Accumulated losses $'000	Total equity $'000
Company				
At 1 January 2024	61,644	111	(22,205)	39,550
Profit for the year, representing total comprehensive income for the year	–	–	2,376	2,376
Contributions by and distributions to owners				
Dividends paid on ordinary shares (Note 27)	–	–	(550)	(550)
At 31 December 2024	61,644	111	(20,379)	41,376
At 1 January 2023	61,644	111	(21,786)	39,969
Profit for the year, representing total comprehensive income for the year	–	–	581	581
Contributions by and distributions to owners				
Dividends paid on ordinary shares (Note 27)	–	–	(1,000)	(1,000)
At 31 December 2023	61,644	111	(22,205)	39,550

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

CONSOLIDATED CASH FLOW **STATEMENT**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Note	2024 $'000	2023 $'000 (Reclassified)
Operating activities:			
Profit before tax		3,469	1,265
Adjustments for:			
Amortisation of intangible assets	7	26	9
Amortisation of right-of-use assets	5	342	155
Depreciation of property, plant and equipment	4	1,162	1,231
Write-down of the asset held for sale	9	–	145
Finance costs	23	143	95
Fair value adjustment for deferred consideration	16	(300)	–
Gain on disposal of property, plant and equipment	22	(2)	(16)
Impairment loss on property, plant and equipment	4	–	1,000
Interest income	22	(408)	(310)
Loss on disposal of a joint venture	9	51	–
Loss on disposal of a subsidiary	8	3	–
Share of results of joint venture and associate		(403)	(364)
Reversal of expected credit losses on trade receivables, net	12	–	(5)
Unrealised exchange (gain)/loss, net		(8)	4
Operating cash flows before working capital changes		4,075	3,209
Decrease/(increase) in inventories		156	(31)
Decrease/(increase) in trade and other receivables and contract assets		1,287	(1,862)
Decrease/(increase) in prepaid operating expenses		38	(293)
(Decrease)/increase in trade and other payables and contract liabilities		(535)	499
Increase in amount due from a joint venture		238	274
Cash flows generated from operations		5,259	1,796
Interest received		364	293
Interest paid		(143)	(95)
Tax paid		(86)	(391)
Net cash flows generated from operating activities		5,394	1,603
Investing activities:			
Proceeds from disposal of property, plant and equipment		3	20
Proceeds from disposal of a joint venture	9	371	–
Additions to property, plant and equipment and intangible assets		(338)	(135)
Net cash outflow from acquisition of a subsidiary	7(a)	–	(702)
Net cash inflow from disposal of a subsidiary	8	39	–
Dividend received from an associate company	10	93	69
Net cash flows generated from/(used in) investing activities		168	(748)
Financing activities:			
Dividends on ordinary shares	27	(550)	(1,000)
Payment of principal portion of leases liabilities	5	(327)	(143)
Proceeds from loan from a shareholder of a subsidiary	16	279	200
Repayment of bank loans	17	(500)	(360)
Net cash flows used in financing activities		(1,098)	(1,303)
Net increase/(decrease) in cash and short-term deposits		4,464	(448)
Effect of exchange rate changes on cash and short-term deposits		–	1
Cash and short-term deposits at 1 January		16,043	16,490
Cash and short-term deposits at 31 December	15	20,507	16,043

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

1. Corporate Information

Secura Group Limited (the "Company") is a limited company incorporated and domiciled in the Republic of Singapore and is listed on the Singapore Exchange Securities Trading Limited ("SGX-ST").

The registered office and principal place of business of the Company is located at 38 Alexandra Terrace, Singapore 119932.

The principal activity of the Company is investment holding. The principal activities of the subsidiaries, associates and joint ventures are disclosed in Notes 8 to 10 to the financial statements.

2. Material Accounting Policy Information

2.1 Basis of preparation

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

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

The financial statements are presented in Singapore Dollar (SGD or $) and all values are rounded to the nearest thousand ($'000), except where otherwise indicated.

2.2 Adoption of new and amended standards and interpretations

With the exception for the presentation of government grants related to the Progressive Wage Credit Scheme ("PWCS"), which has been reclassified against salaries expenses (refer to Note 22 for more information), the accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Group has adopted all the new and amended standards which are relevant to the Group and are effective for annual financial periods beginning on or after 1 January 2024. The adoption of these standards did not have any material effect on the financial performance or position of the Group.

2. Material Accounting Policy Information (continued)

2.3 Standards issued but not yet effective

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

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

The directors expect that the adoption of the standards and amendments above will have no material impact on the financial statements in the year of initial application, apart from SFRS(I) 18 Presentation and Disclosure in Financial Statements issued on 4 October 2024, effective for financial years beginning on or after 1 January 2027.

SFRS(I) 18 is a new standard that replaces SFRS(I) 1-1 Presentation of Financial Statements. SFRS(I) 18 introduces new categories of subtotals in the statement of profit or loss. Entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations, wherein the first three are new. It also requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and includes new requirements for the location, aggregation and disaggregation of financial information.

In addition, narrow-scope amendments have been made to SFRS(I) 1-7 Statement of Cash Flows, which include changing the starting point for determining cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and removing the optionality around classification of cash flows from dividends and interest. In addition, there are consequential amendments to several other standards. SFRS(I) 18 will apply retrospectively.

The amendments will have impact on the disclosure in the financial statements but not on the measurement or recognition of items in the Group's financial statements. The Group is in the process of analysing the new disclosure requirements and to assess if changes are required to their internal information systems.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. Material Accounting Policy Information (continued)

2.4 Basis of consolidation and business combinations

(a) *Basis of consolidation*

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

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

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

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

(b) *Business combinations and goodwill*

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

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. Material Accounting Policy Information (continued)

2.4 Basis of consolidation and business combinations (continued)

(b) *Business combinations and goodwill (continued)*

For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to the Group's cash-generating units that are expected to benefit from the synergies of the combination.

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

2.5 Transactions with non-controlling interests

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

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

2.6 Foreign currency

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

(a) *Transactions and balances*

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

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. Material Accounting Policy Information (continued)

2.6 Foreign currency (continued)

(b) *Consolidated financial statements*

For consolidation purpose, the assets and liabilities of foreign operations are translated into SGD at the rate of exchange ruling at the end of the reporting period and their profit or loss are translated at the exchange rates prevailing at the date of the transactions. The exchange differences arising on the translation are recognised in other comprehensive income. On disposal of a foreign operation, the component of other comprehensive income relating to that particular foreign operation is recognised in profit or loss.

2.7 Joint arrangements

A joint arrangement is a contractual arrangement whereby two or more parties have joint control. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

A joint arrangement is classified either as joint operation or joint venture, based on the rights and obligations of the parties to the arrangement.

To the extent the joint arrangement provides the Group with rights to the assets and obligations for the liabilities relating to the arrangement, the arrangement is a joint operation. To the extent the joint arrangement provides the Group with rights to the net assets of the arrangement, the arrangement is a joint venture.

The Group recognises its interest in a joint venture as an investment and accounts for the investment using the equity method. The accounting policy for investment in joint venture is set out in Note 2.8.

2.8 Joint ventures and associates

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

The Group accounts for its investments in associates and joint ventures using the equity method from the date on which it becomes an associate or joint venture.

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. Material Accounting Policy Information (continued)

2.8 Joint ventures and associates (continued)

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

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

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

The financial statements of the associates or joint ventures are prepared as of the same reporting date as the Company unless it is impracticable to do so. When the financial statements of an associate or joint venture used in applying the equity method are prepared as of a different reporting date from that of the Company, adjustments are made for the effects of significant transactions or events that occur between that date and the reporting date of the Company.

2.9 Subsidiaries

A subsidiary is an investee that is controlled by the Group. The Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. Material Accounting Policy Information (continued)

2.10 Property, plant and equipment

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

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

Buildings and improvements	–	5-50 years
Plant and machinery	–	3-15 years
Furniture and fittings	–	4-15 years
Office equipment	–	1-10 years
Motor vehicles	–	1-10 years

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

Assets under construction are not depreciated as these assets are not yet available for use.

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

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

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

2.11 Investment property

Investment property is owned by the Company to earn rentals, rather than for use in the production or supply of goods or services, or for administrative purposes, or in the ordinary course of business. Properties held under operating leases are classified as investment properties when the definition of an investment property is met.

Investment properties are initially measured at cost, including transaction costs.

Subsequent to initial recognition, investment properties are measured at cost less accumulated depreciation and accumulated impairment losses.

Investment properties are derecognised when either they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gains or losses on the retirement or disposal of an investment property are recognised in profit or loss in the year of retirement or disposal.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. Material Accounting Policy Information (continued)

2.12 Intangible assets

Intangible assets acquired separately are measured initially at cost. Following initial acquisition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses. Internally generated intangible assets, excluding capitalised development costs, are not capitalised and expenditure is reflected in profit or loss in the year in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite useful lives are amortised over the estimated useful lives and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method are reviewed at least at each financial year-end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates.

Intangible assets with indefinite useful lives or not yet available for use are tested for impairment annually, or more frequently if the events and circumstances indicate that the carrying value may be impaired either individually or at the cash-generating unit level. Such intangible assets are not amortised. The useful life of an intangible asset with an indefinite useful life is reviewed annually to determine whether the useful life assessment continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

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

Customer relationships	–	4 years
Order backlogs	–	3 years
Trademarks	–	10 years

Gains or losses arising from de-recognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in profit or loss when the asset is derecognised.

2.13 Impairment of non-financial asset

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

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

NOTES TO THE **FINANCIAL STATEMENTS**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. Material Accounting Policy Information (continued)

2.13 Impairment of non-financial asset (continued)

Impairment losses are recognised in profit or loss.

A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss.

2.14 Financial instruments

(a) *Financial assets*

Initial recognition and measurement

Financial assets are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument.

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

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

Subsequent measurement

<u>Amortised cost</u>

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 amortisation process.

NOTES TO THE **FINANCIAL STATEMENTS**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. Material Accounting Policy Information (continued)

2.14 Financial instruments (continued)

(b) *Financial liabilities*

De-recognition

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

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition. All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs.

Subsequent measurement

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

De-recognition

A financial liability is de-recognised when the obligation under the liability is discharged or cancelled or expires. On de-recognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

2.15 Cash and short-term deposits

Cash and short-term deposits comprise cash at bank and on hand and fixed deposits that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value.

2.16 Impairment of financial assets

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. Material Accounting Policy Information (continued)

2.16 Impairment of financial assets (continued)

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

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

The Group considers a financial asset in default when contractual payments are 150 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2.17 Inventories

Inventories are stated at the lower of cost and net realisable value. Costs incurred in bringing the inventories to their present location and condition are accounted for as follows:

– Raw materials: purchase costs on a first-in first-out basis.

– Finished goods manufactured and work-in-progress: costs of direct materials and labour and a proportion of manufacturing overheads based on normal operating capacity. These costs are assigned on a first-in first-out basis.

– Finished goods purchased: costs are recognised based on weighted average method.

Where necessary, allowance is provided for damaged, obsolete and slow moving items to adjust the carrying value of inventories to the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. Material Accounting Policy Information (continued)

2.18 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.

2.19 Employee benefits

(a) ***Defined contribution plans***

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

(b) ***Employee share option plans***

Employees of the Group receive remuneration in the form of share options as consideration for services rendered. The cost of these equity-settled share based payment transactions with employees is measured by reference to the fair value of the options at the date on which the options are granted which takes into account vesting conditions. This cost is recognised in profit or loss, with a corresponding increase in the employee share option reserve, over the vesting period. The cumulative expense recognised at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Group's best estimate of the number of options that will ultimately vest. The charge or credit to profit or loss for a period represents the movement in cumulative expense recognised as at the beginning and end of that period and is recognised in employee benefits expense.

The employee share option reserve is transferred to retained earnings upon expiry of the share option.

(c) ***Employee leave entitlement***

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

NOTES TO THE **FINANCIAL STATEMENTS**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. Material Accounting Policy Information (continued)

2.20 Leases – As lessee

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.

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 to make lease payments and right-of-use assets representing the right to use the underlying assets.

(a) *Rights-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. The accounting policy for impairment is disclosed in Note 2.13.

(b) *Lease liabilities*

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include 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.

2. Material Accounting Policy Information (continued)

2.20 Leases – As lessee (continued)

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

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

2.21 Revenue

Revenue is measured based on the consideration to which the Group expects to be entitled in exchange for transferring promised goods and 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 to the customer, which is when the customer obtains control of the good and service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

(a) *Security guarding, security consultancy services and cybersecurity services*

The Group provides security guarding services, security consultancy services and cybersecurity to customers over a specified contract period. The performance obligation is satisfied over time as the customers simultaneously receive and consume the benefits of the Group's performance in providing the security services. As the Group's efforts or inputs are expended throughout the performance period, revenue from security guarding services, security consultancy services and cybersecurity is recognised on a straight-line basis over the specified contract period.

Certain security guarding contracts with customers allow the customers to claim liquidated damages if certain conditions are met. The Group will estimate the transaction price and apply the constraint to the estimated transaction price. The Group will not recognise the portion of the revenue that is subject to the constraints until the amount is no longer constrained. The Group will recognise the amount received or receivable that is expected to be returned as a refund liability, representing its obligation to return the customers' consideration.

(b) *Security printing*

The Group provides customised security printing services through fixed-price contracts. Revenue is recognised when the control over the goods has been transferred to the customer. At contract inception, the Group assesses whether the Group transfers control of the goods over time or at point in time by determining if (a) its performance does not create an asset with alternative use to the Group; and (b) the Group has an enforceable right to payment for performance completed to date.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. Material Accounting Policy Information (continued)

2.21 Revenue (continued)

(b) ***Security printing (continued)***

As the security printing products are customised for each customer, it has no alternative use for the Group, and for certain contracts with customers, the Group has enforceable rights to payment arising from the contractual terms. For these contracts, revenue is recognised over time by reference to the Group's progress towards completing the security printing services.

For certain contracts where the Group does not have enforceable right to payment, revenue is recognised only when the security printing services are completed and delivered to the customers and the customers have accepted it in accordance with the sales contracts.

(c) ***Sale and installation of technology-related security products***

The Group sells and installs technology-related security products for its cyber security, homeland security and digital forensic, system integration and security consultancy businesses. The sale of security products and rendering of installation services are either sold separately or in bundled packages with a standalone selling price for each of the performance obligations.

For the sale of the security products, revenue is recognised upon delivery of the products to the customer and accepted by the customer. For the installation services, revenue is recognised over time, based on the actual costs incurred relative to the total expected costs.

(d) ***Security training***

The Group provided security training courses to security officers. The performance obligation was satisfied over time as the security officers simultaneously received and consumed the benefits of the Group's performance in providing the security training courses. As the Group's efforts or inputs are expended throughout the performance period, revenue from security training services was recognised on a straight-line basis over the period of the training courses. During the year, the Group disposed of the subsidiary that provided security training courses, refer to Note 8 for the details on disposal.

(e) ***Interest income***

Interest income is recognised using the effective interest method.

(f) ***Dividend income***

Dividend income is recognised when the Group's right to receive payment is established, it is probable that the economic benefits associated with the dividend will flow to the Group, and the amount of dividend can be reliably measured.

(g) ***Rental income***

Rental income arising from operating leases on investment properties is accounted for on a straight-line basis over the lease terms. The aggregate cost of incentives provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. Material Accounting Policy Information (continued)

2.22 Taxes

(a) *Current income tax*

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

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

(b) *Deferred tax*

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

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

- Where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

- In respect of taxable temporary differences associated with investments in subsidiaries, associates and joint ventures, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

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

- Where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. Material Accounting Policy Information (continued)

2.22 Taxes (continued)

(b) *Deferred tax (continued)*

Temporary differences in relation to a right-of-use asset and a lease liability for a specific lease are regarded as a net package (the lease) for the purpose of recognising deferred tax.

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

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

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

(c) *Sales tax*

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

– Where the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the sales tax is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and

– Receivables and payables that are stated with the amount of sales tax included.

2.23 Contingencies

A contingent liability is:

(a) a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group; or

(b) a present obligation that arises from past events but is not recognised because:

(i) It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or

(ii) The amount of the obligation cannot be measured with sufficient reliability.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

2. Material Accounting Policy Information (continued)

2.23 Contingencies (continued)

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

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

2.24 Segment reporting

For management purposes, the Group is organised into operating segments based on their products and services which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge.

The segment managers report directly to the management of the Group who regularly reviews the segment results in order to allocate resources to the segments and to assess the segment performance. Additional disclosures on each of these segments are shown in Note 29, including the factors used to identify the reportable segments and the measurement basis of segment information.

2.25 Share capital and share issuance expenses

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 share capital.

2.26 Government grants

Government grants are recognised when there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Government grants related to an asset is presented in the balance sheet by deducting the grant in arriving at the carrying amount of the asset. Government grants related to income are recognised in profit or loss on a systematic basis over the periods in which the entity recognises as expenses the related costs for which the grants are intended to compensate.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

3. Significant Accounting Judgements and Estimates

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

3.1 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 assessment of the Group's goodwill and assessment of fair value of deferred consideration*

As at 31 December 2024, the Group's carrying amount of goodwill amounted to $1,615,000 (2023: $1,615,000) and the Company's fair value of the deferred consideration amounted to $575,000 (2023: $875,000). As part of the requirement under SFRS(I) 1-36 Impairment of Assets to perform impairment testing for non-financial assets, management prepared a discounted cash flow model to determine the recoverable value of the cash generating units ("CGUs") which goodwill have been allocated to, using the value in use model. The recoverable amounts are determined based on a number of significant operational and predictive assumptions such as forecasted revenue, profit margin and discount rate which involve significant estimates. For the assessment of the fair value of the deferred consideration, the fair value was determined based on the same cash flow model's accumulated NPAT.

The assumptions applied by management in the determination of value in use and sensitivity analysis for the impairment of goodwill and fair value of deferred consideration are described in more detail in Note 7(c) and Note 33 respectively.

(b) *Impairment assessment of the Company's investment in subsidiaries and the related Group's property, plant and equipment of the CGU*

An impairment exists when the carrying value of an asset exceeds its recoverable amount based on value in use. The value in use calculation is based on a discounted cash flow model and requires the Group to make an estimate of the expected future cash flows from the CGUs and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The value in use calculations are determined based on a number of significant operational and predictive assumptions such as forecasted revenue and discount rate which involve significant estimates.

Changes in these above assumptions may result in changes in recoverable values. The carrying amount of the Company's investment in subsidiaries and the related Group's property, plant and equipment at the balance sheet date is disclosed in Note 8 and Note 4 respectively.

NOTES TO THE **FINANCIAL STATEMENTS**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

4. Property, Plant and Equipment

	Freehold land $'000	Buildings and improvements $'000	Plant and machinery $'000	Furniture and fittings $'000	Office equipment $'000	Motor vehicles $'000	Total $'000
Group							
Cost							
At 1 January 2023	12,500	16,432	9,886	263	1,911	417	41,409
Addition in relation to business combination (Note 7(a))	–	15	–	11	403	–	429
Additions	–	–	5	4	93	–	102
Disposals	–	–	(50)	(2)	(8)	(13)	(73)
Transfer from right-of-use asset (Note 5)	–	–	–	–	–	262	262
At 31 December 2023 and 1 January 2024	12,500	16,447	9,841	276	2,399	666	42,129
Additions	–	13	130	13	131	36	323
Disposals	–	–	(214)	(1)	(36)	–	(251)
Disposal of a subsidiary	–	(119)	–	(18)	(42)	–	(179)
Exchange difference	–	–	–	–	2	–	2
At 31 December 2024	12,500	16,341	9,757	270	2,454	702	42,024
Accumulated depreciation and impairment loss							
At 1 January 2023	–	7,330	9,099	256	1,623	278	18,586
Depreciation charge for the year	–	694	272	5	200	60	1,231
Transfer from right-of-use asset (Note 5)	–	–	–	–	–	151	151
Disposals	–	–	(45)	(2)	(8)	(14)	(69)
Impairment	–	1,000	–	–	–	–	1,000
At 31 December 2023 and 1 January 2024	–	9,024	9,326	259	1,815	475	20,899
Depreciation charge for the year	–	597	203	7	298	57	1,162
Disposals	–	–	(214)	(1)	(35)	–	(250)
Disposal of a subsidiary	–	(91)	–	(18)	(35)	–	(144)
Exchange difference	–	–	–	–	1	–	1
At 31 December 2024	–	9,530	9,315	247	2,044	532	21,668
Net carrying amount							
At 31 December 2023	12,500	7,423	515	17	584	191	21,230
At 31 December 2024	12,500	6,811	442	23	410	170	20,356

NOTES TO THE **FINANCIAL STATEMENTS**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

4. Property, Plant and Equipment (continued)

	Freehold land $'000	Buildings and improvements $'000	Furniture and fittings $'000	Office equipment $'000	Total $'000
Company					
Cost					
At 1 January 2023, 31 December 2023 and 1 January 2024	12,500	2,651	106	725	15,982
Additions	–	–	–	10	10
Disposals	–	–	–	(6)	(6)
At 31 December 2024	12,500	2,651	106	729	15,986
Accumulated depreciation					
At 1 January 2023	–	964	105	709	1,778
Depreciation charge for the year	–	150	–	8	158
At 31 December 2023 and 1 January 2024	–	1,114	105	717	1,936
Depreciation charge for the year	–	150	–	8	158
Disposals	–	–	–	(6)	(6)
At 31 December 2024	–	1,264	105	719	2,088
Net carrying amount					
At 31 December 2023	12,500	1,537	1	8	14,046
At 31 December 2024	12,500	1,387	1	10	13,898

Assets pledged as security

The Group's freehold land and building with a carrying amount of $15,853,000 (2023: $15,988,000) are mortgaged to secure the Company's bank borrowing (Note 17).

Impairment of property, plant and equipment

In 2023, the Group assessed the recoverable amount of its CGU relating to its Security Printing division. Based on the assessment, the recoverable amount of $4,900,000 was lower than the carrying amount of the CGU due to lower demand in cheque printing. An impairment loss of $1,000,000 attributing to the Security Printing segment was recognised and recorded under Administrative Expenses in the consolidated statement of comprehensive income. There was no such impairment in 2024.

The recoverable amounts of the CGU have been determined based on value in use calculation using cash flow projection budget approved by management covering the five-year period. The pre-tax discount rate applied to the cash flow projection is 13.3% (2023: 13.3%).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

5. Leases

Group as a lessee

The Group has lease contracts for leasehold lands and office premise used in its operations. As at 31 December 2024, leasehold lands have remaining lease term between 9 and 19 years (2023: 10 and 20) years. The Group's obligations under its leases are secured by the lessor's title to the leased assets. The Group is restricted from assigning and subleasing the leased assets.

(a) Carrying amounts of right-of-use assets

	Leasehold lands $'000	Office premise $'000	Motor vehicles $'000	Total $'000
At 1 January 2023	886	–	111	997
Addition in relation to business combination (Note 7(a))	–	318	–	318
Addition	–	92	–	92
Amortisation	(78)	(77)	–	(155)
Transfer to property, plant and equipment, net (Note 4)	–	–	(111)	(111)
At 31 December 2023 and 1 January 2024	808	333	–	1,141
Currency translation	–	5	–	5
Addition	–	320	–	320
Amortisation	(78)	(264)	–	(342)
At 31 December 2024	730	394	–	1,124

The movements in lease liabilities during the year are disclosed in Note 17.

(b) Lease liabilities

The maturity analysis of lease liabilities is disclosed in Note 31.

(c) Amounts recognised in profit or loss (Note 23)

	2024 $'000	2023 $'000
Amortisation expense of right-of-use assets	342	155
Interest expense on leases liabilities	43	31
Total amount recognised in profit or loss	385	186

(d) Total cash outflow

The Group had total cash outflows for leases of $370,000 (2023: $174,000), which included principal repayments of $327,000 (2023: $143,000).

NOTES TO THE **FINANCIAL STATEMENTS**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

6. Investment Property

	Investment property $'000
Company	
Cost	
At 1 January 2023 and 31 December 2023 and 1 January 2024 and 31 December 2024	2,993
Accumulated depreciation	
At 1 January 2023	578
Charge for the year	90
At 31 December 2023 and 1 January 2024	668
Charge for the year	90
At end of the year	758
Net carrying amount	
At 31 December 2023	2,325
At 31 December 2024	2,235

The investment property is leased to the subsidiaries within the Group. Accordingly, the leased property is classified as "investment property" in the Company's separate financial statements but classified as "property, plant and equipment" in the Group's consolidated financial statements as the property is owner-occupied from the Group's perspective.

As at 31 December 2024, the fair value of the investment property is estimated to be approximately $3,465,000 (2023: $3,623,000) for the Company based on the income approach. The fair value is estimated using rental cash inflows as the Level 3 inputs of the fair value hierarchy. The highest and best use of the investment property does not differ from its current use.

The direct operating expense (including repairs and maintenance) arising from the investment property during the current financial year is approximately $157,000 (2023: $44,000).

The investment property held by the Company as at 31 December 2024 and 2023 is as follows:

Description and Location	Existing Use	Tenure
38 Alexandra Terrace, Singapore 119932	Offices	Freehold

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

7. Intangible Assets

(a) Business combination

On 28 August 2023, the Group acquired 51% of the voting shares of Onesecure Asia Pte. Ltd. ("OSA"), a company specialising in cybersecurity and headquartered in Singapore. The Group acquired this business to expand its cybersecurity operation.

The Group elected to measure the non-controlling interest in OSA at the proportionate share of its interest in the OSA's identifiable net assets.

The fair value of the identifiable assets and liabilities of OSA as at the date of acquisition were:

	2023
	$'000
Plant and equipment	429
Right-of-use assets	318
Intangible assets	77
Cash and cash equivalents	298
Trade and other receivables	1,074
Prepayments	142
Total assets	2,338
Trade and other payables	390
Contract liabilities	514
Loans and borrowings	591
Lease liabilities	320
Deferred tax liabilities	13
Total liabilities	1,828
Total identifiable net assets at fair value	510
Shareholdings acquired	51%
Group's share of net assets	260
Goodwill arising from acquisition	1,615
	1,875
Consideration transferred for the acquisition	
Cash paid for business acquisition	1,000
Deferred consideration (Note 16)	875
Total consideration	1,875
Less: Cash and cash equivalents acquired	(298)
Less: Deferred consideration	(875)
Net cash outflow on acquisition of subsidiary	702

7. Intangible Assets (continued)

(a) Business combination (continued)

Deferred consideration

In addition to the amount paid in 2023 of $1,000,000, the Group has agreed to pay the vendor additional consideration of up to $1,000,000 in cash if OSA achieves the earn-out target of NPAT over 3 years commencing in 2024. The Group has included $875,000 as deferred consideration, which represents the fair value (Note 33) at the date of acquisition. At 31 December 2023, the fair value remains as $875,000.

The potential undiscounted amount of all future payments that the Group could be required to make under the deferred consideration arrangement is between $900,000 to $1,000,000.

Trade and other receivables acquired

Trade and other receivables acquired comprise gross trade and other receivables amounting to $1,074,000, which approximates fair value. It was expected that the full contractual amount of the receivables can be collected.

Transaction costs

Total transaction costs related to the acquisition of $101,000 have been recognised in the "Administrative expenses" line item in the Group's statement of comprehensive income with $44,000 recognised in 2023.

Goodwill arising from the acquisition

Goodwill of $1,615,000 represents the synergies expected to be achieved from the acquisition.

Impact of the acquisition on profit or loss

From the date of acquisition date, OSA contributed $1,376,000 of revenue and $19,000 of loss before tax in 2023. If the combination had taken place at the beginning of 2023, the Group's revenue would have been $62,444,000 and the profit before tax would have been $1,138,000.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

7. Intangible Assets (continued)

(b) Carrying amounts of intangible assets

	Goodwill $'000	Customer relationships $'000	Order backlogs $'000	Trademarks $'000	Total $'000
Group					
Cost					
As at 1 January 2023	2,382	1,354	–	–	3,736
Additions	–	–	–	33	33
Additions arising from business combination (Note 7(a))	1,615	43	34	–	1,692
As at 31 December 2023 and 1 January 2024	3,997	1,397	34	33	5,461
Additions	–	–	–	15	15
As at 31 December 2024	3,997	1,397	34	48	5,476
Accumulated amortisation and impairment					
As at 1 January 2023	2,382	1,354	–	–	3,736
Amortisation	–	4	4	1	9
As at 31 December 2023 and 1 January 2024	2,382	1,358	4	1	3,745
Amortisation	–	11	11	4	26
As at 31 December 2024	2,382	1,369	15	5	3,771
Net carrying amount					
As at 31 December 2023	1,615	39	30	32	1,716
As at 31 December 2024	1,615	28	19	43	1,705
Average remaining amortisation (years)					
As at 31 December 2023	–	3.6	2.6	9.6	
As at 31 December 2024	–	2.6	1.6	8.6	

Goodwill and customer relationships acquired through business combinations in prior years were allocated to the Security Printing segment, which was also the reportable operating segment, were fully impaired in 2020.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

7. Intangible Assets (continued)

(b) Carrying amounts of intangible assets (continued)

	Trademarks $'000
Company	
Cost	
As at 1 January 2023	–
Additions	27
As at 31 December 2023 and 1 January 2024	27
Additions	11
As at 31 December 2024	38
Accumulated amortisation	
As at 1 January 2023	–
Amortisation	1
As at 31 December 2023 and 1 January 2024	1
Amortisation	4
As at 31 December 2024	5
Net carrying amount	
As at 31 December 2023	26
As at 31 December 2024	33
Average remaining amortisation (years)	
As at 31 December 2023	9.6
As at 31 December 2024	8.6

(c) Impairment testing of goodwill

Impairment testing of goodwill

Goodwill of $1,615,000 allocated to the Cyber Security segment has been recognised based on purchase price allocation exercise performed by management for the current year acquisition.

The recoverable amount of the CGU has been determined based on value in use calculation using cash flow projections from financial budgets approved by management covering a five-year period. The pre-tax discount rate applied to the cash flow projections and the forecasted terminal growth rate used to extrapolate cash flow projections are 13.3% and 1% (2023: 13.3% and 1%) respectively.

Key assumptions used in the value in use calculation

The calculation of value in use for the CGU is most sensitive to the following assumptions:

Terminal growth rate – The growth rates indicated are estimated by management based on published industry research and do not exceed the long-term average growth rate for the industry relevant to the CGU.

Pre-tax discount rates – Discount rates reflect management's estimate of risk specific to the CGU.

Sensitivity to changes in assumptions

With regards to the assessment of the value in use, management believes that no reasonably possible changes in any of the above key assumptions would cause the carrying value to materially exceed its recoverable amount.

NOTES TO THE **FINANCIAL STATEMENTS**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

8. Investment in Subsidiaries

	Company	
	2024	2023
	$'000	$'000
Unquoted equity shares at cost	42,359	40,784
Acquisition of shares in subsidiary (Note 7(a))	–	1,875
Allowance for impairment losses	(19,015)	(21,465)
	23,344	21,194

Composition of the Group

The Group has the following investment in subsidiaries.

Name of subsidiaries	Principal activities	Country of incorporation	Effective interest % 2024	2023
Held by the Company				
Soverus Pte. Ltd. ("SPL")[1]	Provision of unarmed security guarding services	Singapore	100	100
Secura Singapore Pte. Ltd. ("SSPL")[1]	Security printing of value documents	Singapore	100	100
Secura Technology & Consultancy Pte. Ltd. ("STCPL")[1]	Provision of security technology and consultancy services	Singapore	100	100
Soverus Kingdom Systems Pte. Ltd. ("SKSPL")[1]	Provision of security system integration services	Singapore	100	100
Secura Training Academy Pte. Ltd. ("STAPL")	Provision of training services	Singapore	–[5]	100
Red Sentry Pte. Ltd. ("RSPL")[1]	Provision of cybersecurity products, services and solutions	Singapore	100	100
Soverus Consultancy and Services Pte. Ltd. ("SCSPL")	Provision of security consultancy services and private investigations	Singapore	–[4]	100
Onesecure Asia Pte. Ltd. ("OSA")[1]	Information technology cybersecurity consultancy and retail sale of cybersecurity software, hardware and peripheral equipment	Singapore	51	51

NOTES TO THE **FINANCIAL STATEMENTS**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

8. Investment in Subsidiaries (continued)

Composition of the Group (continued)

Name of subsidiaries	Principal activities	Country of incorporation	Effective interest % 2024	Effective interest % 2023
Held through Secura Singapore Pte. Ltd.				
Secura Forms Pte. Ltd. ("SFPL")[(1)]	Printing of computer forms and stationery	Singapore	100	100
Secura Security Printing Sdn. Bhd. ("SSPSB")	Dormant	Malaysia	100[(2)]	100
Secura Documation Pte.Ltd. ("SDPL")	Provision of secured data solutions, eStatement, eArchiving, security data processing, printing and stationery	Singapore	–[(4)]	100
Held through Onesecure Asia Pte. Ltd.				
Onesecure Asia (M) Sdn Bhd (f.k.a Onemonitor Sdn Bhd) ("OMS")[(3)]	Information technology cybersecurity consultancy	Malaysia	100	100

(1) Audited by Ernst & Young LLP, Singapore

(2) Placed under members' voluntary liquidation

(3) Audited by other auditor

(4) Dissolved through members' voluntary liquidation on 1 November 2024

(5) Disposed on 6 November 2024

Disposal of ownership interest in subsidiary

During the year, the Group disposed of its 100% equity interest in Secura Training Academy Pte Ltd ("STAPL"). The net assets of STAPL, amounting to $122,000 (including cash and cash equivalent of $79,000) were sold for a cash consideration of $118,000, resulting in a loss on disposal of $3,000, which has been recognised under 'Administrative expenses' in the statement of comprehensive income. The disposal also resulted in a net cash inflow of $39,000.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

8. Investment in Subsidiaries (continued)

Impairment testing of investment in subsidiaries

Key assumptions used in the value in use calculations

The recoverable amounts of the CGU subsidiaries have been determined based on value in use calculation using cash flow projection from financial budget approved by management covering a five-year period. The discount rates applied to the cashflow projections and the forecasted growth rates are as follow:

	Terminal growth rate		Pre-tax discount rate	
	2024	**2023**	**2024**	**2023**
SPL	1%	1%	13.3%	13.3%
SSPL	0%	0%	13.3%	13.3%

Terminal growth rates – The growth rates indicated are estimated by management based on published industry research and do not exceed the long-term average growth rate for the industries relevant to the CGUs.

Pre-tax discount rates – Discount rates reflect management's estimate of risk specific to each CGU.

Reversal of impairment loss/Impairment loss

During the year, a reversal of impairment loss of $2,450,000 (2023: $Nil) was recognised to reflect the higher recoverable amount in investment in SPL in the security guarding segment. The reversal was due to the improvement of business outlook in the security guarding segment.

In 2023, an impairment loss of $3,165,000 was recognised to write down the carrying value of investment in SSPL in the security printing segment to its recoverable amount of $12,068,000. The impairment loss was attributed to the reduced offtake of printing services from customers. There was no such impairment in 2024.

Below is the movement of the allowance for impairment loss:

	Company	
	2024	**2023**
	$'000	**$'000**
At 1 January	21,465	18,300
Provision	–	3,165
Reversal	(2,450)	–
At 31 December	19,015	21,465

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

9. Investment in Joint Ventures

	Group	
	2024	2023
	$'000	$'000
Unquoted shares, at cost	153	587
Share of post-acquisition results, including exchange re-alignment	(1)	82
Transfer to asset held for sale	–	(516)
	152	153

Name of joint ventures	Principal activities	Country of incorporation	Effective interest % 2024	Effective interest % 2023
Held through Secura Singapore Pte. Ltd.				
Secura Foremost eMage Pte. Ltd.(1)	Printing of pressure seal mailers and sale of pressure seal mailer equipment	Singapore	50	50
Foremost Secura Corporation(2)	Printing of cheques and vouchers	Taiwan	–	50

(1) Not audited

(2) Transferred to asset held for sale during the year 2023, disposal was completed on 12 January 2024.

<u>Transfer to asset held for sale/disposal of a joint venture</u>

On 22 November 2023, Secura Singapore Pte. Ltd., a wholly-owned subsidiary of the Company, entered into a share purchase agreement with its joint venture partner, Foremost eMage Corporation ("FEC"), to dispose the entire 900,000 shares representing 50.0% of the issued and paid-up share capital of Foremost Secura Corporation ("FSC") to FEC for a cash consideration of $384,000 (NT$9,000,000). Accordingly, the investment in FSC was reclassified to "Asset held for sale". The disposal was completed on 12 January 2024.

The detail of the asset held for sale is as follow:

	Group
	2023
	$'000
Cash consideration, net of tax	384
Less: Transaction costs	(13)
Fair value less costs to sell	371
Carrying value of investment in FSC	(516)
Write-down of the asset held for sale (Note 23)	(145)

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9. Investment in Joint Ventures (continued)

Transfer to asset held for sale/disposal of a joint venture (continued)

The Group measured "Asset held for sale on investment in a joint venture" at the lower of the carrying amount and fair value less costs to sell. The $145,000 write-down of the asset held for sale was recognised in "Administrative expenses" line item of the consolidated statement of comprehensive income for the financial year ended 31 December 2023.

On 12 January 2024, the disposal of the shares was completed. As a result, the Group recognised a loss on disposal of a joint venture of $51,000, arising from the reversal of the foreign currency translation reserve related to this disposed joint venture. During the year, the Group received a cash inflow of $371,000 from this transaction.

Summarised financial information of the joint ventures and reconciliation with the carrying amount of the investment in the consolidated financial statements are as follows:

	Secura Foremost eMage Pte. Ltd.	
	2024	2023
	$'000	$'000
Summarised balance sheet		
Assets:		
Current assets	304	307
Total assets	304	307
Liability:		
Current liability	1	1
Total liability	1	1
Net assets	303	306
Proportion of the Group's ownership	50%	50%
Group's share of net assets	152	153
Carrying amount	152	153

	2024	2023
	$'000	$'000
Summarised statement of comprehensive income		
Revenue	–	354
Expenses	(3)	(362)
Loss for the year	(3)	(8)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

10. Investment in Associates

	Group		Company	
	2024	2023	2024	2023
	$'000	$'000	$'000	$'000
Unquoted shares, at cost	6,591	6,591	6,221	6,221
Share of post-acquisition results, including exchange re-alignment	1,615	1,414	–	–
Less: Impairment losses	(6,221)	(6,221)	(6,221)	(6,221)
	1,985	1,784	–	–

Name of associates	Principal activities	Country of incorporation	Effective interest % 2024	Effective interest % 2023
Held by the Company				
Custodio Technologies Pte. Ltd. ("CTPL")(1)	Researcher and developer on information technology and trading in sales of solutions developed	Singapore	*(3)	19
Held through Secura Singapore Pte. Ltd.				
Secura Bangladesh Ltd.(2)	Security printing of value documents	Bangladesh	30	30

* Less than 1%

(1) Audited by BDO LLP, Singapore.

(2) Audited by Anisur Rahman & Co. Chartered Accountants.

(3) During the year, the Group's shareholdings in CTPL diluted from 19.00% to 0.08% as CTPL capitalised its loans and cash advances into shares at a nominal value of US$10 per share, resulting in an increase in the number of shares in CTPL and, consequently, the dilution of the Group's shareholdings in the associate.

Aggregate information about the Group's investments in associates that are not individually material are as follows:

	2024	2023
	$'000	$'000
Profit/(loss) for the year	107	(490)
Other comprehensive income	–	–
Total comprehensive income	107	(490)

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

10. Investment in Associates (continued)

Secura Bangladesh Ltd.

Summarised financial information in respect of Secura Bangladesh Ltd and a reconciliation with the carrying amount of the investment in the consolidated financial statements are as follows:

	Secura Bangladesh Ltd.	
	2024	**2023**
	$'000	**$'000**
Summarised balance sheet		
Assets:		
Current assets	5,594	5,247
Non-current assets	2,069	1,829
Total assets	7,663	7,076
Liabilities:		
Current liabilities	987	1,267
Total liabilities	987	1,267
Net assets	6,676	5,809
Proportion of the Group's ownership	30%	30%
Group's share of net assets	2,003	1,743
Other adjustments	(18)	41
Carrying amount	1,985	1,784
Summarised statement of comprehensive income		
Revenue	7,805	6,191
Other income	224	316
Expenses	(6,682)	(4,799)
Profit for the year	1,347	1,708
Other comprehensive income	(393)	(547)
Total comprehensive income	954	1,161

During the current financial year, the Group is entitled to dividend declared by Secura Bangladesh Ltd. amounting to $93,000 (2023: $Nil). The total cash dividend received during the current financial year amounted to $93,000 (2023: $69,000).

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11. Inventories

	Group	
	2024	2023
	$'000	$'000
Raw materials	346	454
Work-in-progress	158	152
Finished goods	305	359
	809	965
Less: Allowance for stock obsolescence	(121)	(121)
Total inventories at lower of cost and net realisable value	688	844

There were no movements in allowance for stock obsolescence for the financial years ended 31 December 2024 and 2023.

Inventories amounting to $2,657,000 (2023: $1,668,000) were recognised as an expense in cost of sales during the financial year.

12. Trade and Other Receivables

	Group		Company	
	2024	2023	2024	2023
	$'000	$'000	$'000	$'000
Trade receivables	9,875	10,592	22	–
Other receivables	1,295	1,749	32	19
Deposits	109	109	11	13
Total trade and other receivables	11,279	12,450	65	32
Add:				
Amounts due from subsidiaries (Note 13)	–	–	754	2,514
Cash and short-term deposits (Note 15)	20,507	16,043	8,755	7,207
Total financial assets carried at amortised cost	31,786	28,493	9,574	9,753

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

The Group has no significant trade receivables denominated in foreign currencies as at 31 December 2024 and 2023.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

12. Trade and Other Receivables (continued)

Expected credit losses ("ECL")

The movement in allowance for expected credit losses of trade receivables computed based on lifetime ECL are as follows:

	Group Trade receivables	
	2024	2023
	$'000	$'000
Movement in allowance accounts:		
At 1 January	–	11
Reversal of allowance	–	(5)
Written off	–	(6)
At 31 December	–	–

Trade receivables are denominated in Singapore Dollars at each reporting date.

13. Amounts Due from/(to) Subsidiaries

	Company	
	2024	2023
	$'000	$'000
Amounts due from subsidiaries	792	3,209
Loan to a subsidiary	261	–
Less: Allowance for impairment	(299)	(695)
	754	2,514
Movement in allowance accounts:		
At 1 January	695	938
Reversal of allowance	(396)	(243)
At 31 December	299	695
Amounts due to subsidiaries	4,436	3,977

Amounts due from/(to) subsidiaries

Amounts due from/(to) subsidiaries are non-trade related, unsecured, non-interest bearing, repayable on demand and are to be settled in cash. Amounts due from subsidiaries are denominated in Singapore Dollar.

During the year, a reversal of $396,000 (2023: $243,000) was made from the allowance due to repayment from the subsidiaries.

Loan to a subsidiary

The loan to a subsidiary is non-trade related, unsecured, bears interest at 3.60% per annum. The amount is repayable on demand, to be settled in cash, and is denominated in Singapore Dollar.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

14. Amount Due to a Joint Venture

Amount due to a joint venture is unsecured, non-interest bearing and is repayable on demand. The amount is denominated in Singapore Dollar.

15. Cash and Short-Term Deposits

	Group		Company	
	2024	2023	2024	2023
	$'000	$'000	$'000	$'000
Short-term deposits	16,211	10,277	8,415	6,912
Cash and bank balances	4,296	5,766	340	295
	20,507	16,043	8,755	7,207

Interest on short-term deposits with financial institutions are at rates ranging from 2.15% to 3.65% (2023: 2.60% to 4.00%) per annum. These short-term deposits mature in varying periods.

The Group has no significant cash and short-term deposits denominated in foreign currencies as at 31 December 2024 and 2023.

16. Trade and Other Payables

	Group		Company	
	2024	2023	2024	2023
	$'000	$'000	$'000	$'000
		(Reclassified)		
Current				
Trade payables	876	1,448	–	–
Other payables	4,626	4,117	206	282
Accrued operating expenses	2,489	2,849	499	401
	7,991	8,414	705	683
Non-current				
Other payables consisting of:				
Deferred consideration	575	875	575	875
Loan from a shareholder of a subsidiary	479	200	–	–
	1,054	1,075	575	875
Trade and other payables	9,045	9,489	1,280	1,558
Add:				
Loans and borrowings (Note 17)	2,278	2,778	2,015	2,277
Lease liabilities	1,082	1,089	–	–
Amounts due to subsidiaries (Note 13)	–	–	4,436	3,977
Amounts due to a joint venture (Note 14)	285	47	–	–
Less:				
Deferred consideration	(575)	(875)	(575)	(875)
Goods and services tax payable	(1,033)	(1,091)	(25)	(22)
Total financial liabilities carried at amortised costs	11,082	11,437	7,131	6,915

These amounts are non-interest bearing. Trade and other payables are normally settled on 30 to 90 days' terms.

NOTES TO THE **FINANCIAL STATEMENTS**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

16. Trade and Other Payables (continued)

Deferred consideration

The deferred consideration refers to an additional contingent payment of up to $1,000,000 in cash which is payable if OSA achieves the earn-out target of net profit after taxation over 3 years commencing in 2024. During the year, the Group made a fair value adjustment of $300,000 to the deferred consideration to reflect its fair value, taking into account the expected likelihood of OSA meeting the earn-out consideration. This adjustment was recorded under Other operating income (Note 22) in the consolidated statement of comprehensive income.

Reclassification of comparative figures

(a) Loan from a shareholder of a subsidiary

The loan from a shareholder of a subsidiary, as set out in the loan agreement signed during the acquisition of OSA, is denominated in SGD, interest-free and repayable based on mutually agreed terms between the shareholder and the subsidiary. The loan shall be repaid no later than 28 August 2033. During the year, to align with the current year's presentation, the Group has reclassified the loan from a shareholder of a subsidiary of $200,000 (1 January 2023: $Nil) from current to non-current. The amount was also reclassified in the consolidated cash flow statement from changes in working capital under operating activities to 'Proceeds from loan from a shareholder of a subsidiary' under financing activities, to better reflect the nature of the cash inflow.

(b) Goods and services tax payable

During the year, to align with the current year's presentation, the Group has reclassified the goods and services tax payable of $1,091,000 (1 January 2023: $818,000) from trade payables to other payables.

Trade payables denominated in foreign currencies at each reporting date are as follows:

	Group	
	2024	**2023**
	$'000	**$'000**
United States Dollar	394	327
Indonesian Rupiah	21	2

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

17. Loans and Borrowings

	Group		Company	
	2024	2023	2024	2023
	$'000	$'000	$'000	$'000
Current:				
Bank loans	428	489	250	250
Non-current:				
Bank loans	1,850	2,289	1,765	2,027
Total loans and borrowings	2,278	2,778	2,015	2,277

Bank loan of the Company is denominated in SGD and bears interest at 2.25% (2023: 2.25%) below the bank's commercial financing rate per annum. As at 31 December 2024 and 31 December 2023, the bank loan is secured by a mortgage over the Company's freehold land and building (Note 4 and Note 6) and is repayable over 180 monthly principal instalments ending July 2031.

Bank loans of a subsidiary are denominated in SGD, bear interest at floating rate ranging from 2.25% to 7.75% (2023: 2.25% to 7.75%), repayable over 60 monthly principal instalments ending periods from June 2025 to June 2027 and are guaranteed by a director of a subsidiary.

Secured bank loans

As at 31 December 2024, the Group's non-current bank loans amounted to $1,850,000 (2023: $2,289,000) and the Group and Company's certain bank loan of $1,765,000 (2023: $2,027,000) is subject to the following bank loan covenants.

- There shall be no direct or indirect change of control in the shareholding or management of the Company; and
- The outstanding bank loan shall not at any time exceed 80% of the market value of the property.

All covenants are tested annually. The Group and Company have no indication that they will have difficulty complying with these covenants.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

17. Loans and Borrowings (continued)

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

			Non-cash changes			
2024	**1.1.2024 $'000**	**Cash flows $'000**	**Accretion of interests $'000**	**Addition $'000**	**Other $'000**	**31.12.2024 $'000**
Lease liabilities						
– current	239	(370)	43	320	128	360
– non-current	850	–	–	–	(128)	722
Bank loans						
– current	489	(500)	–	–	439	428
– non-current	2,289	–	–	–	(439)	1,850
	3,867	(870)	43	320	–	3,360

			Non-cash changes				
2023	**1.1.2023 $'000**	**Cash flows $'000**	**Addition in relation to business combination (Note 7) $'000**	**Accretion of interests $'000**	**Addition $'000**	**Other $'000**	**31.12.2023 $'000**
Lease liabilities							
– current	64	(174)	119	31	92	107	239
– non-current	756	–	201	–	–	(107)	850
Bank loans							
– current	250	(360)	260	–	–	339	489
– non-current	2,297	–	331	–	–	(339)	2,289
	3,367	(534)	911	31	92	–	3,867

The 'Other' column includes the reclassification of non-current portion of loans and borrowings due to passage of time.

18. Provision for Reinstatement Cost

Provision for reinstatement cost is estimated based on the best estimate of the expenditure required to dismantle and restore a leasehold building back to its original condition.

19. Share Capital

	Group and Company			
	2024		2023	
	No. of shares	$'000	No. of shares	$'000
Issued and fully paid ordinary shares				
At 1 January and 31 December	400,002,000	61,644	400,002,000	61,644

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restrictions. The ordinary shares have no par value.

20. Other Reserves

(a) *Merger reserve*

Merger reserve represents the difference between the consideration transferred and the share capital of the subsidiary under common control accounted for by applying the pooling of interest method.

(b) *Foreign currency translation reserve*

The foreign currency translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency.

(c) *Employee share option reserve*

Employee share option reserve represents the equity-settled share options granted to employees.

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21. Revenue

(a) *Disaggregation of revenue from contracts with customers*

The Group derives revenue from the transfer of goods and services over time and at a point in time in the following major product lines.

	Group	
	2024	**2023**
	$'000	**$'000**
Major product or service lines		
Sales of services	51,046	53,636
Sale of goods	7,668	6,041
Total revenue from contract with customers	58,714	59,677
Timing of revenue recognition		
Services transferred over time	51,046	53,636
Good transferred over time	849	994
Good transferred at point in time	6,819	5,047
	58,714	59,677

Further disaggregation of revenue from contracts with customers by business segment is disclosed in Note 29.

(b) *Contract balances*

Information about receivables and contract assets and liabilities from contracts with customers is disclosed as follows:

	Group		
	31 December		1 January
	2024	**2023**	**2023**
	$'000	**$'000**	**$'000**
Receivables from contracts with customers (Note 12)	9,875	10,592	8,035
Contract assets	2,215	2,278	2,794
Contract liabilities	684	837	385

Contract assets primarily relate to the Group's right to consideration for work completed but not yet billed at reporting date. Contract assets are transferred to receivables when the rights become unconditional.

Contract liabilities primarily relate to the Group's obligation to transfer goods or services to customers for which the Group has received advances from customers. Contract liabilities are recognised as revenue as the Group performs under the contract.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

21. Revenue (continued)

(b) *Contract balances (continued)*

(i) Significant changes in contract assets are explained as follows:

	2024 $'000	2023 $'000
Contract assets reclassified to receivables	2,289	2,777

(ii) Significant changes in contract liabilities are explained as follows:

	2024 $'000	2023 $'000
Revenue recognised that was included in the contract liabilities balance at the beginning of the year	647	360

22. Other Operating Income

	2024 $'000	2023 $'000 (Reclassified)
Government grant income	1,200	1,630
Handling fee	280	177
Interest income	408	310
Fair value adjustment for deferred consideration	300	–
Rental income from investment properties	24	11
Scrap sales	24	30
Gain on disposal of property, plant and equipment	2	16
Others	124	52
	2,362	2,226

Government grants income include Special Employment Credit ("SEC") and Job Growth Incentive ("JGI"). SEC was introduced by the Singapore Government to support employers as well as to raise the employability of older low-wage Singaporeans. JGI was to provide wage subsidies to the Group for new hires from September 2020 onwards. It was introduced as a response to the COVID-19 pandemic to support the hiring of local workforce.

Reclassification and comparative figures

During the year, the Group reclassified the PWCS grant to offset employee benefits expenses. This reclassification was made to better reflect the wage subsidies provided to employees whose wages are recorded under cost of sales and administrative expenses, respectively. As a result, the Group recognised grant income under the PWCS of $2,020,000 (FY2023: $937,000) against salaries under 'Cost of sales' of $1,959,000 (FY2023: $893,000) and 'Administrative expenses' of $61,000 (FY2023: $44,000). Since the amounts are reclassifications within the statement of profit or loss and other comprehensive income, this reclassification did not have any effect on the statements of financial position and cash flows.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

23. Profit Before Tax

The following items have been included in arriving at profit before tax:

	2024 $'000	2023 $'000 (Reclassified)
Audit fees:		
– Auditor of the Company	194	184
– Other auditors – non-network firm	67	63
Non-audit fees:		
– Auditor of the Company	44	46
– Other auditors – non-network firm	20	49
Amortisation of right-of-use assets (Note 5)	342	155
Amortisation of intangible assets (Note 7)	26	9
Depreciation of property, plant and equipment (Note 4)	1,162	1,231
Directors' fees	294	279
Employee benefits (Note 24)	44,318	47,693
Write-down of the asset held for sale (Note 9)	–	145
Finance costs		
– Interest expense on bank borrowings	100	64
– Interest expense on leases	43	31
Impairment loss on property, plant and equipment	–	1,000
Loss on disposal of a joint venture	51	–
Loss on disposal of a subsidiary	3	–
Reversal of expected credit losses on trade receivables, net	–	(5)

24. Employee Benefits (Including Directors)

	2024 $'000	2023 $'000 (Reclassified)
Wages, salaries and bonuses	37,844	41,146
Central Provident Fund contributions	3,737	4,055
Other short-term benefits	2,737	2,492
	44,318	47,693

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24. Employee Benefits (Including Directors) (continued)

Employee share option plan

Secura Employee Share Option Scheme

Under the Secura Employee Share Option Scheme ("ESOS"), 18,400,000 share options were granted to the directors during the financial year ended 31 December 2016. The exercise price of the options is $0.25. The options are vested over five years in the following proportions.

Year 1	15%
Year 2	15%
Year 3	20%
Year 4	20%
Year 5	30%

The contractual life of each option granted is 10 years and will expire on 8 May 2026. There are no cash settlement alternatives.

There has been no options granted or cancellation or modification to the ESOS during 2023 and 2024.

Movement of share options during the financial year

The following table illustrates the number (No.) and weighted average exercise prices (WAEP) of, and movements in, share options during the financial year:

	2024		2023	
	No.	WAEP	No.	WAEP
Outstanding at 1 January and 31 December	2,800,000	0.25	2,800,000	0.25
Exercisable at 31 December	2,800,000	0.25	2,800,000	0.25

Fair value of share options granted

The fair value of the share options granted under the ESOS is estimated at the grant date using a Black Scholes pricing model, taking into account the terms and conditions upon which the share options were granted. The weighted average fair value of options granted in 2016 was $0.042. It takes into account historical dividends, share price covariance of the Company to predict the distribution of relative share performance.

First year of vesting commenced 1 year from the date of grant.

The expected life of the share options is based on historical data and is not necessarily indicative of exercise patterns that may occur. The expected volatility reflects the assumption that the historical volatility over a period similar to the life of the options is indicative of future trends, which may not necessarily be the actual outcome. The weighted average remaining life of the options is 1.36 years (2023: 2.36 years).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

25. Income Tax Expense

Major components of income tax expense

The major components of income tax expense for the years ended 31 December 2024 and 2023 are:

	2024 $'000	2023 $'000
Current income tax		
– current year	601	318
– over provision in respect of previous years	(179)	(10)
	422	308
Deferred tax		
– withholding tax on undistributed retained earnings of an associate	36	47
– origination and reversal of temporary differences	(159)	(122)
– over provision in respect of previous years	(41)	(4)
	(164)	(79)
Income tax expense recognised in profit or loss	258	229

Relationship between tax expense and profit before tax

A reconciliation between tax expense and the product of profit before tax multiplied by the applicable corporate tax rate for the years ended 31 December 2024 and 2023 is as follows:

	2024 $'000	2023 $'000
Profit before tax	3,469	1,265
Tax at statutory rate of 17% (2023: 17%)	589	215
Adjustments:		
Income not subject to taxation	(57)	(37)
Non-deductible expenses	216	281
Over provision in respect of previous years:		
– current income tax	(179)	(10)
– deferred income tax	(41)	(4)
Effect of partial tax exemption and enhanced allowance	(229)	(269)
Benefits from previously unrecognised tax losses and capital allowances	(52)	(11)
Deferred tax assets not recognised relating to tax losses	43	85
Withholding tax on undistributed retained earnings of an associate	36	47
Share of results of joint ventures and associates	(68)	(62)
Others	–	(6)
Income tax expense recognised in profit or loss	258	229

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25. Income Tax Expense (continued)

Deferred income tax

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current income tax assets against current income tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority. The amounts, after such offsets, are disclosed on the balance sheet as follows:

	Group	
	2024	**2023**
	$'000	**$'000**
Deferred tax assets	4	172
Deferred tax liabilities	(618)	(864)
Net deferred tax liabilities	(614)	(692)

Deferred income tax as at 31 December relates to the following:

	Group			
	Balance sheet		**Income statement**	
	2024	**2023**	**2024**	**2023**
	$'000	**$'000**	**$'000**	**$'000**
Deferred tax liabilities				
Acquisition of subsidiaries	(218)	(403)	(185)	(30)
Differences in depreciation	–	(91)	(91)	47
Grant receivables	(197)	(155)	42	24
Right-of-use assets	(191)	(194)	(3)	25
Withholding tax on undistributed retained earnings of an associate	(197)	(161)	36	47
Provisions and other temporary differences	(82)	–	82	–
	(885)	(1,004)		
Amount offset against deferred tax assets	267	140		
Deferred tax liabilities	(618)	(864)		
Deferred tax assets				
Differences in depreciation	83	–	(83)	–
Provisions and other temporary differences	–	76	41	(88)
Lease liabilities	184	185	1	(46)
Tax losses and capital allowances to be transferred as group relief	4	51	(4)	(58)
	271	312		
Amount offset against deferred tax liabilities	(267)	(140)		
Deferred tax assets	4	172		
Net deferred tax liabilities	(614)	(692)		
			(164)	(79)

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25. Income Tax Expense (continued)

Deferred income tax (continued)

The deferred tax liabilities balance includes an amount of $197,000 (2023: $161,000) which relates to withholding taxes that would be payable on the undistributed earnings of an overseas associate when remitted to the holding company in Singapore.

Unrecognised capital allowances, unutilised tax losses, and other temporary differences

At the end of the financial year ended 31 December 2024, the Group has unutilised capital allowances, unutilised tax losses and other temporary differences of approximately $1,652,000 (2023: $1,650,000), $741,000 (2023: $1,029,000) and $615,000 (2023: $378,000), respectively that are available for offset against future taxable profits of the Group, for which no deferred tax asset is recognised due to uncertainty of its recoverability. The use of these balances is subject to the agreement of the tax authorities and compliance with the relevant provisions of the tax legislation.

Tax consequences of proposed dividends

There are no income tax consequences attached to the dividends to the shareholders proposed by the Company but not recognised as a liability in the financial statements as at 31 December 2024 (Note 27).

26. Earnings per Share

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

Diluted earnings per share are calculated by dividing profit net of tax, attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year plus the weighted average number of ordinary shares that would be issued on the conversion of all the dilutive potential ordinary shares into ordinary shares.

The following table reflects the profit and share data used in the computation of basic and diluted earnings per share for the years ended 31 December:

	2024	2023
Profit for the year attributable to owners of the Company ($'000)	3,328	1,045
Weighted average number of ordinary shares for basic and diluted earnings per share computation ('000)	400,002	400,002
Earnings per ordinary share – Basic and diluted (cents)	0.83	0.26

There were 2,800,000 (2023: 2,800,000) share options granted to directors under the ESOS which have not been included in the calculation of diluted earnings per share because they are anti-dilutive.

NOTES TO THE **FINANCIAL STATEMENTS**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

27. Dividends

	2024 $'000	2023 $'000
Declared and paid during the financial year:		
Dividends on ordinary shares:		
First and final one-tier tax exempt dividend for 2023: 0.1375 cents per share (2022: 0.25 cents per share)	550	1,000
Proposed but not recognised as a liability as at 31 December:		
Dividends on ordinary shares, subject to shareholders' approval at the AGM:		
First and final one-tier tax exempt dividend for 2024: 0.1375 cents per share (2023: 0.1375 cents per share)	550	550

28. Related Party Disclosures

(a) *Sale and purchase of goods and services*

In addition to the related party information disclosed elsewhere in the financial statements, the following significant transactions between the Group and related parties took place at terms agreed between the parties during the financial year:

	2024 $'000	2023 $'000
Income		
Sales to a joint venture	–	355

(b) *Compensation of key management personnel*

Key management personnel are the directors and those persons having authority and responsibility for planning, directing and controlling the activities of the Group and the Company, directly, or indirectly.

	2024 $'000	2023 $'000
Short-term employee benefits	1,314	1,260
Central Provident Fund contributions	66	60
Total compensation paid to key management personnel	1,380	1,320
Comprise amounts paid to:		
Directors of the Company	830	793
Other key management personnel	550	527
	1,380	1,320

Directors' interest in employee share option plan

None of the directors exercised their options for ordinary shares of the Company during the financial year.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

29. Segment Information

Business segments

The segment reporting format is determined to be business segments as the Group's risks and rates of return are affected predominantly by differences in the products and services offered. The operating businesses are organised and managed separately according to the nature of the products and services provided, with each segment representing a strategic business unit that offers different products and serves different markets.

The Group's main business segments are as follows:

(a) Corporate
(b) Security guarding
(c) Security printing
(d) Security technology and consultancy
(e) Cyber security

The revenue of the above segments is derived mainly from the provision of services rendered except for the security printing segment, where the revenue is mainly derived from the sale of goods.

NOTES TO THE **FINANCIAL STATEMENTS**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

29. Segment Information (continued)

	Corporate $'000	Security Guarding $'000	Security Printing $'000	Security Technology and Consultancy $'000	Cyber Security $'000	Elimination $'000 (Note A)	Total $'000
Year ended 31 December 2024							
Revenue:							
External customers	–	44,311	5,410	2,819	6,174	–	58,714
Inter-segment	1,104	38	15	377	122	(1,656)	–
Total revenue	1,104	44,349	5,425	3,196	6,296	(1,656)	58,714
Results:							
Interest income	250	124	36	–	–	(2)	408
Depreciation of property, plant and equipment, investment property	(251)	(171)	(514)	(47)	(179)	–	(1,162)
Amortisation of right-of-use assets	–	–	(78)	–	(264)	–	(342)
Amortisation of intangible assets	(3)	(1)	–	–	(22)	–	(26)
Share of results of joint venture and associate	–	–	403	–	–	–	403
Loss on disposal of a joint venture (Note 9)	–	–	(51)	–	–	–	(51)
Reversal of impairment loss on investment in a subsidiary (Note 8)	2,450	–	–	–	–	(2,450)	–
Fair value adjustment for deferred consideration	300	–	–	–	–	–	300
Segment (loss)/profit	(319)	2,538	1,128	6	(142)	–	3,211
Assets:							
Segment assets, representing total assets	25,764	19,364	15,193	1,596	4,610	(5,502)	61,025
Liabilities:							
Segment liabilities, representing total liabilities	7,730	6,062	2,864	993	2,946	(5,948)	14,647
Other disclosures:							
Investment in joint venture and associate	2,137	–	–	–	–	–	2,137
Capital expenditure	16	41	179	4	98	–	338

NOTES TO THE **FINANCIAL STATEMENTS**

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

29. Segment Information (continued)

	Corporate $'000	Security Guarding $'000	Security Printing $'000	Security Technology and Consultancy $'000	Cyber Security $'000	Elimination $'000 (Note A)	Total $'000
Year ended 31 December 2023							
Revenue:							
External customers	–	49,113	5,625	3,249	1,690	–	59,677
Inter-segment	1,164	82	13	868	129	(2,256)	–
Total revenue	1,164	49,195	5,638	4,117	1,819	(2,256)	59,677
Results:							
Interest income	267	16	27	–	–	–	310
Depreciation of property, plant and equipment, investment property	(249)	(188)	(683)	(50)	(61)	–	(1,231)
Amortisation of right-of-use assets	–	–	(77)	–	(78)	–	(155)
Amortisation of intangible assets	(1)	–	–	–	(8)	–	(9)
Share of results of joint ventures and associates	–	–	364	–	–	–	364
Impairment loss on property, plant and equipment (Note 4)	–	–	(1,000)	–	–	–	(1,000)
Impairment loss on investment in a subsidiary (Note 8)	(3,165)	–	–	–	–	3,165	–
Write-down of the asset held for sale (Note 9)	–	–	(145)	–	–	–	(145)
Segment (loss)/profit	(506)	1,968	(399)	112	(139)	–	1,036
Assets:							
Segment assets, representing total assets	26,168	19,555	14,329	2,306	4,316	(7,420)	59,254
Liabilities:							
Segment liabilities, representing total liabilities	7,811	8,805	3,067	1,349	2,486	(8,041)	15,477
Other disclosures:							
Investment in joint venture and associate	1,937	–	–	–	–	–	1,937
Capital expenditure	26	64	12	5	28	–	135

Note A: Inter-segment sales, interest income, assets and liabilities are eliminated on consolidation.

29. Segment Information (continued)

Geographical information

Revenue is solely generated from operations in Singapore.

Non-current assets information based on the geographical location of the Group's operations are as follows:

	2024 $'000	2023 $'000
Non-current assets		
Singapore	23,341	24,412
Bangladesh	1,985	1,784
	25,326	26,196

Non-current assets information presented above consist of property, plant and equipment, right-of-use assets, intangible assets, investments in joint ventures and associates and deferred tax assets.

30. Contingent Liabilities

The Company has undertaken to provide continuing financial support to certain subsidiaries to enable the subsidiaries, which are in net current liabilities positions, to operate as a going concern for a period of at least twelve months from the dates of the respective financial statements of the subsidiaries.

31. Financial Risk Management Objectives and Policies

The Group is exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk and interest rate risk. The board of directors reviews and agrees on policies and procedures for the management of these risks, which are executed by the Chief Financial Officer. It is, and has been throughout the financial years, the Group's policy that no trading in derivatives for speculative purposes shall be undertaken.

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.

(a) *Credit risk*

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's exposure to credit risk arises primarily from trade and other receivables. For other financial assets (including cash and short-term deposits), the Group minimises credit risk by dealing exclusively with high credit rating counterparties.

31. Financial Risk Management Objectives and Policies (continued)

(a) *Credit risk* (continued)

The Group's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Group trades only with recognised and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant.

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 the counterparty fails to make contractual payments, within 150 days when they fall due, which is derived based on the Group's historical information. To assess whether there is a significant increase in credit risk, the Group compares the risk of a default occurring on the asset as at reporting date with the risk of default as at the date of initial recognition. The Group considers available reasonable and supportive forwarding-looking information which includes the following indicators:

– Projected industry default rates
– Significant changes in the expected performance and behaviour of the debtor, including changes in the payment status of debtors in the Company and changes in the operating results of the debtor.

The Group categorises a loan or receivable for potential write-off when a debtor fails to make contractual payments for more than 150 days past due. Financial assets are written off when there is no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan with the Group. Where loans and receivables have been written off, the Group continues to engage enforcement activity to attempt to recover the receivable due. Where recoveries are made, these are recognised in profit or loss.

Trade receivables

The Group provides for lifetime expected credit losses for all trade receivables using a provision matrix. The provision rates are determined based on the Group's historical observed default rates analysed in accordance to days past due. In analysing the expected credit losses, the Group also incorporates forward looking information based on the forecasted gross domestic product and economic conditions.

31. Financial Risk Management Objectives and Policies (continued)

(a) *Credit risk* (continued)

Trade receivables (continued)

Summarised below is the information about the credit risk exposure on the Group's trade receivables using provision matrix:

	2024		2023	
	Gross carrying amount $'000	Loss allowance provision $'000	Gross carrying amount $'000	Loss allowance provision $'000
Current	4,656	–	4,587	–
Less than 30 days	2,777	–	3,040	–
31 days to 60 days	888	–	1,961	–
61 days to 90 days	722	–	358	–
More than 90 days	832	–	646	–
	9,875	–	10,592	–

Information regarding loss allowance movement of trade receivables are disclosed in Note 12 (Trade and other receivables).

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. Accordingly, the Group measured the impairment loss allowance using 12-month ECL and determined that the ECL is insignificant.

Credit risk concentration profile

At the end of the reporting period, approximately 24% (2023: 27%) of the Group's trade receivables were due from 1 (2023: 1) major customer in Singapore.

Financial assets that are neither past due nor impaired

Trade and other receivables that are neither past due nor impaired are with creditworthy debtors with good payment record with the Group. Cash and short-term deposits that are neither past due nor impaired are placed with or entered into with reputable financial institutions.

(b) *Liquidity risk*

Liquidity risk is the risk that the Group will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. As part of its overall liquidity management, the Group monitors and maintains a level of cash and short-term deposits and standby credit facilities deemed adequate by management to finance the Group's operations and mitigate the effects of fluctuations in cash flows.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

31. Financial Risk Management Objectives and Policies (continued)

(b) *Liquidity risk* (continued)

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's financial assets and liabilities at the end of the reporting period based on contractual undiscounted repayment obligations.

	One year or less $'000	One to five years $'000	More than five years $'000	Total $'000
Group				
2024				
Financial assets:				
Trade and other receivables	11,279	–	–	11,279
Cash and short-term deposits	20,507	–	–	20,507
Total undiscounted financial assets	31,786	–	–	31,786
Financial liabilities:				
Trade and other payables	7,991	–	–	7,991
Deferred consideration	–	600	–	600
Loan from a shareholder of a subsidiary	–	–	479	479
Amounts due to a joint venture	285	–	–	285
Lease liabilities	370	497	336	1,203
Bank loans	551	1,485	501	2,537
Total undiscounted financial liabilities	9,197	2,582	1,316	13,095
Total net undiscounted financial assets/(liabilities)	22,589	(2,582)	(1,316)	18,691
2023 (Reclassified)				
Financial assets:				
Trade and other receivables	12,450	–	–	12,450
Cash and short-term deposits	16,043	–	–	16,043
Total undiscounted financial assets	28,493	–	–	28,493
Financial liabilities:				
Trade and other payables	8,414	–	–	8,414
Deferred consideration	–	1,000	–	1,000
Loan from a shareholder of a subsidiary	–	–	200	200
Amounts due to a joint venture	47	–	–	47
Lease liabilities	277	527	426	1,230
Bank loans	631	1,705	832	3,168
Total undiscounted financial liabilities	9,369	3,232	1,458	14,059
Total net undiscounted financial assets/(liabilities)	19,124	(3,232)	(1,458)	14,434

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

31. Financial Risk Management Objectives and Policies (continued)

(b) *Liquidity risk* (continued)

Analysis of financial instruments by remaining contractual maturities

	One year or less $'000	One to five years $'000	More than five years $'000	Total $'000
Company				
2024				
Financial assets:				
Trade and other receivables	65	–	–	65
Amounts due from subsidiaries	754	–	–	754
Cash and short-term deposits	8,755	–	–	8,755
Total undiscounted financial assets	9,574	–	–	9,574
Financial liabilities:				
Trade and other payables	705	–	–	705
Deferred consideration	–	600	–	600
Bank loans	367	1,397	501	2,265
Amounts due to subsidiaries	4,436	–	–	4,436
Total undiscounted financial liabilities	5,508	1,997	501	8,006
Total net undiscounted financial assets/(liabilities)	4,066	(1,997)	(501)	1,568
2023				
Financial assets:				
Trade and other receivables	32	–	–	32
Amounts due from subsidiaries	2,514	–	–	2,514
Cash and short-term deposits	7,207	–	–	7,207
Total undiscounted financial assets	9,753	–	–	9,753
Financial liabilities:				
Trade and other payables	683	–	–	683
Deferred consideration	–	1,000	–	1,000
Bank loans	379	1,433	833	2,645
Amounts due to subsidiaries	3,977	–	–	3,977
Total undiscounted financial liabilities	5,039	2,433	833	8,305
Total net undiscounted financial assets/(liabilities)	4,714	(2,433)	(833)	1,448

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

31. Financial Risk Management Objectives and Policies (continued)

(c) *Interest rate risk*

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates. The Group's and the Company's exposure to interest rate risk arises primarily from their loans and borrowings.

The Group does not expect any significant effect on the Group's profit or loss arising from the effects of reasonably possible changes to interest rates on interest bearing financial instrument at the end of the financial year.

Sensitivity analysis for interest rate risk

At the end of the reporting period, if interest rates had been 50 (2023: 50) basis points lower/higher with all other variables held constant, the Group's profit before taxation would have been $11,000 higher/lower (2023: $14,000 higher/lower), arising mainly as a result of lower/higher interest expense on floating interest rate.

32. Capital Management

The Group manages its capital structure by a balanced mix of debt and equity. Necessary adjustments are made on the capital structure considering the factor vis-à-vis the changes in the general economic conditions, available options of financing and the impact of the same on the liquidity position. No changes were made in the objectives, policies or processes during the years ended 31 December 2024 and 31 December 2023.

The Group monitors capital using a gearing ratio, which is net debt divided by total capital. The Group includes within net debt, trade and other payables, deferred consideration, bank loans, less cash and short-term deposits. Total capital is calculated as total equity plus net debt.

		Group	
	Note	**2024**	**2023**
		$'000	**$'000**
Trade and other payables	16	7,991	8,414
Deferred consideration	7	575	875
Loans and borrowings	17	3,360	3,867
Less: Cash and short-term deposits	15	(20,507)	(16,043)
Net debt		(8,581)	(2,887)
Total equity		46,378	43,777
Total capital		37,797	40,890
Gearing ratio		–*	–*

* Not applicable as the Group is in a net cash position at the end of the reporting period

33. Fair Value of Financial Instruments

Fair value of financial instruments that are carried at fair value

The fair value of the deferred consideration arrangement of $575,000 (2023: $875,000 (Note 16)) was estimated by discounting the probability weighted earn-out target amount under the three scenarios of base, worst and best case at a discount rate of 2.98% (2023: 3.92%). The fair value measurement is based on significant inputs that are not observable in the market, which SFRS(I) 13 *Fair Value Measurement* refers to as Level 3 inputs. Key assumptions include forecasted accumulated NPAT for three years in OSA of $1,296,000 to $1,551,000 (2023: $2,160,000 to $2,400,000).

There is no further disclosure on sensitivity analysis of the inputs to fair value as the amount is insignificant.

Fair value hierarchy

The Group categorises fair value measurement using a fair value hierarchy that is dependent on the valuation inputs used as follows:

– Level 1 – Quoted prices (unadjusted) in active market for identical assets or liabilities that the Group can access at the measurement date,

– Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices) and

– Level 3 – Unobservable inputs for the asset or liability.

Fair value measurements that use inputs of different hierarchy levels are categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

Financial instruments whose carrying amounts approximates fair value

Cash and short-term deposits, other receivables and payable balances (including amounts due to/from subsidiaries and joint ventures) approximate their fair values due to the short-term nature of these balances.

The carrying amounts of the trade receivables and trade payables approximate their fair values as they are subject to normal trade credit terms.

The carrying amount of loan from a shareholder of a subsidiary approximates its fair value as the difference of the present value based on the market rate for similar arrangements is insignificant.

The carrying amount of interest-bearing loans and borrowings are reasonable approximation of fair values as they are subject to interest rates close to market rate of interests for similar arrangements with financial institutions.

34. Authorisation of Financial Statements for Issue

The financial statements for the year ended 31 December 2024 were authorised for issue in accordance with a resolution of the directors on 28 March 2025.

STATISTICS OF **SHAREHOLDINGS**

AS AT 17 MARCH 2025

No of issued shares	–	400,002,000
No of treasury shares held	–	Nil
No of subsidiary holdings held	–	Nil
Class of shares	–	Fully paid ordinary shares
Voting rights	–	1 vote per ordinary share

The Company does not have any treasury shares and subsidiary holdings.

Shareholdings Held in Hands of Public

Based on information available to the Company as at 17 March 2025, approximately 51.33% of the issued ordinary shares of the Company are held by the public and therefore Rule 723 of the Catalist Rules is complied with.

ANALYSIS OF SHAREHOLDINGS

RANGE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 – 99	0	0.00	0	0.00
100 – 1,000	488	33.89	472,200	0.12
1,001 – 10,000	304	21.11	1,832,200	0.46
410,001 – 1,000,000	611	42.43	74,640,600	18.66
1,000,001 AND ABOVE	37	2.57	323,057,000	80.76
	1,440	**100.00**	**400,002,000**	**100.00**

TOP 20 SHAREHOLDERS

No.	NAME OF SHAREHOLDER	NO. OF SHARES	%
1	KESTREL INVESTMENTS PTE LTD	165,928,900	41.48
2	CITY DEVELOPMENTS LIMITED	27,294,900	6.82
3	TAN KAH HENG (CHEN JIAXING)	18,113,600	4.53
4	DBS NOMINEES (PRIVATE) LIMITED	17,716,900	4.43
5	CHIEW POH CHENG	10,000,000	2.50
6	CGS INTERNATIONAL SECURITIES SINGAPORE PTE. LTD.	9,563,400	2.39
7	TAN INSURANCE BROKERS PTE LTD	7,289,900	1.82
8	PHILLIP SECURITIES PTE LTD	5,007,100	1.25
9	ANG HAO YAO (HONG HAOYAO)	4,796,300	1.20
10	TAN CHOR KHER TERRY	3,890,000	0.97
11	LIM TIEN LOCK CHRISTOPHER	3,445,900	0.86
12	HSBC (SINGAPORE) NOMINEES PTE LTD	3,327,500	0.83
13	IFAST FINANCIAL PTE. LTD.	3,299,400	0.82
14	TAN WEE HAN	3,168,000	0.79
15	LAI WENG KAY	2,898,500	0.72
16	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	2,890,800	0.72
17	TAY HSING HUI (ZHENG XINGHUI)	2,866,000	0.72
18	MORPH INVESTMENTS LTD	2,650,000	0.66
19	CITIBANK NOMINEES SINGAPORE PTE LTD	2,297,000	0.57
20	RAFFLES NOMINEES (PTE.) LIMITED	2,246,700	0.56
	TOTAL	**298,690,800**	**74.64**

STATISTICS OF SHAREHOLDINGS

AS AT 17 MARCH 2025

SUBSTANTIAL SHAREHOLDERS

Name of substantial shareholders	Direct interest	%	Deemed interest	%
Kestrel Investments Pte Ltd	165,928,900	41.48	–	–
Lim Eng Hock[(1)]	–	–	165,928,900	41.48
City Developments Limited	27,294,900	6.82	–	–
Hong Leong Investment Holdings Pte Ltd[(2)]	–	–	27,294,900	6.82

Notes:

(1) Lim Eng Hock has a direct interest in the entire issued share capital of Kestrel Investments Pte Ltd and is deemed interested in the 165,928,900 shares held by Kestrel Investments Pte Ltd by virtue of Section 4 of the Securities and Futures Act 2001 of Singapore ("**SFA**").

(2) Hong Leong Investment Holdings Pte Ltd is deemed interested in the 27,294,900 shares held by City Developments Limited by virtue of Section 4 of the SFA.

NOTICE OF **ANNUAL GENERAL MEETING**

NOTICE IS HEREBY GIVEN that the annual general meeting ("**AGM**") of Secura Group Limited (the "**Company**") will be held at 38 Alexandra Terrace, Level 2, Singapore 119932 on **Tuesday, 29 April 2025 at 2.00 p.m.** to transact the following businesses:

AS ORDINARY BUSINESS

1. To receive and adopt the Directors' Statement and the Audited Financial Statements of the Company for the financial year ended 31 December 2024 ("**FY2024**") together with the Auditors' Report thereon. **Resolution 1**

2. To declare a first and final tax exempt (one-tier) dividend of 0.1375 Singapore cents per share for FY2024. **Resolution 2**

3. To re-elect Mr Khojama Kalimuddin, a Director retiring pursuant to Article 99 of the constitution of the Company ("**Constitution**"). **Resolution 3**
   (Refer to explanatory note (i) provided)

   To note that Dr Ho Tat Kin, will be retiring pursuant to Article 93 of the Constitution and he will not be seeking re-election at the AGM.
   (Refer to explanatory note (ii) provided)

   To note that Mr Gary Ho Kuat Foong, will be retiring pursuant to Article 93 of the Constitution and he will not be seeking re-election at the AGM.
   (Refer to explanatory note (iii) provided)

   To note that Mr Ong Pang Liang, will be retiring pursuant to Article 93 of the Constitution and he will not be seeking re-election at the AGM.
   (Refer to explanatory note (iv) provided)

4. To approve the payment of Directors' fees of up to S$300,000 for the financial year ending 31 December 2025, payable quarterly in arrears. (FY2024: S$339,000) **Resolution 4**

5. To re-appoint Ernst & Young LLP as the auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration. **Resolution 5**

AS SPECIAL BUSINESS

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

6. **Authority to allot and issue shares in the capital of the Company** **Resolution 6**
   (Refer to explanatory note (v) provided)

   That pursuant to Section 161 of the Companies Act 1967 of Singapore ("**Act**") and Rule 806 of the Listing Manual Section B: Rules of Catalist of the Singapore Exchange Securities Trading Limited ("**SGX-ST**") ("**Catalist Rules**"), the board of directors of the Company ("**Directors**") be authorised and empowered to:

   (a) (i) issue shares ("**Shares**") in the Company whether by way of rights, bonus or otherwise; and/or

   (ii) make or grant offers, agreements or options (collectively, "**Instruments**") that might or would require Shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) options, warrants, debentures or other instruments convertible into Shares,

   at any time and upon such terms and conditions and for such purposes and to such persons as the Directors may in their absolute discretion deem fit; and

NOTICE OF **ANNUAL GENERAL MEETING**

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

provided that:

(1) the aggregate number of Shares (including Shares to be issued in pursuance of the Instruments, made or granted pursuant to this resolution) to be issued pursuant to this resolution shall not exceed 100% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) (as calculated in accordance with sub-paragraph (2) below), of which the aggregate number of Shares to be issued other than on a *pro rata* basis to shareholders of the Company ("**Shareholders**") shall not exceed 50% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) (as calculated in accordance with sub-paragraph (2) below);

(2) (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 (1) above, the total number of issued Shares (excluding treasury shares and subsidiary holdings) shall be based on the total number of issued Shares (excluding treasury shares and subsidiary holdings) at the time of the passing of this resolution, after adjusting for:

   (a) new Shares arising from the conversion or exercise of any convertible securities;

   (b) new Shares arising from exercise of share options or vesting of share awards; and

   (c) any subsequent bonus issue, consolidation or subdivision of Shares.

   Adjustments in accordance with sub-paragraph (2)(a) or (2)(b) are only to be made in respect of new Shares arising from convertible securities, share options or share awards which were issued and outstanding or subsisting at the time of the passing of this resolution;

(3) in exercising the authority conferred by this resolution, the Company shall comply with the provisions of the Catalist Rules for the time being in force (unless such compliance has been waived by the SGX-ST) and the Constitution; and

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

7. **Authority to grant options and/or awards and to allot and issue Shares under the Secura Employee Share Option Scheme and/or the Secura Performance Share Plan (collectively, the "Share-Based Incentive Plans")** **Resolution 7**
(Refer to explanatory note (vi) provided)

That pursuant to Section 161 of the Act, the Directors be authorised and empowered to grant options and/or awards and to allot and issue, from time to time, such number of Shares as may be required to be issued upon the exercise of options granted by the Company and/or upon release of awards granted by the Company under the Share-Based Incentive Plans, whether granted and/or awarded during the subsistence of this authority or otherwise, provided always that the aggregate number of Shares to be issued pursuant to the Share-Based Incentive Plans shall not exceed 15% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) from time to time and that such authority shall, unless revoked or varied by the Company in a general meeting, continue in force until the conclusion of the next AGM or the date by which the next AGM is required by law to be held or the expiry of the Share-Based Incentive Plans, whichever is earlier.

NOTICE OF ANNUAL GENERAL MEETING

8. **Renewal of the Share Buyback Mandate** **Resolution 8**
(Refer to explanatory note (vii) provided)

That:

(a) for the purposes of Section 76C and 76E of the Act, the exercise by the Directors of all of the powers of the Company to purchase or otherwise acquire Shares not exceeding in aggregate the Maximum Limit (as hereafter defined), at such price(s) as may be determined by the Directors from time to time up to the Maximum Price (as hereafter defined), whether by way of:

(i) on-market purchase(s) (each an "**Market Purchase**") on the SGX-ST; and/or

(ii) off-market purchase(s) (each an "**Off-Market Purchase**") in accordance with any equal access scheme(s) as may be determined or formulated by the Directors as they consider fit, which scheme(s) shall satisfy all the conditions prescribed by the Act,

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

(b) unless varied or revoked by the Company in a general meeting, the authority conferred on the Directors pursuant to the Share Buyback Mandate may be exercised by the Directors at any time and from time to time during the period commencing from the date of the passing of this resolution and expiring on the earlier of:

(i) the date on which the next AGM is held or required by law to be held; or

(ii) the date on which purchases or acquisitions of Shares pursuant to the Share Buyback Mandate are carried out to the full extent mandated; or

(iii) the date on which the authority contained in the Share Buyback Mandate is varied or revoked by Shareholders in a general meeting,

in this resolution:

"**Maximum Limit**" means that number of issued Shares representing 10% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) as at the date of the passing of this resolution unless the Company has effected a reduction of the share capital of the Company in accordance with the applicable provisions of the Act, at any time during the Relevant Period (as hereinafter defined), in which event the total number of issued Shares shall be taken to be the number of the issued Shares as altered (excluding any treasury shares and subsidiary holdings that may be held by the Company from time to time);

"**Relevant Period**" means the period commencing from the date of the passing of this resolution and expiring on the date the next AGM is held or is required by law to be held, whichever is earlier, after the date of this resolution; and

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

(a) in the case of a Market Purchase, 105% of the Average Closing Price (hereinafter defined); and

(b) in the case of an Off-Market Purchase pursuant to an equal access scheme, 120% of the Average Closing Price,

NOTICE OF ANNUAL GENERAL MEETING

where:

(1) “**Average Closing Price**” means the average of the closing market prices of the Shares traded on the SGX-ST over the last 5 Market Days (a “**Market Day**” being a day on which the SGX-ST is open for trading in securities), on which transactions in the Shares were recorded, immediately preceding the day of the Market Purchase by the Company or, as the case may be, the day of the making of the offer pursuant to the Off-Market Purchase, and deemed to be adjusted for any corporate action that occurs after the relevant 5 Market Days; and

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

(c) the Directors and/or any of them be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) as they and/or he may consider necessary, expedient, incidental or in the interests of the Company to give effect to the transactions contemplated and/or authorised by this resolution.

By Order of the Board

Ngiam May Ling
Company Secretary

Singapore, 14 April 2025

NOTICE OF **ANNUAL GENERAL MEETING**

Explanatory Notes:

(i) *Ordinary Resolution 3*
Mr Khojama Kalimuddin will, upon re-election as a Director, remain as the Independent Director of the Company.

Additional information on Mr Khojama Kalimuddin, which is required under Rule 720(5) of the Catalist Rules, is set out on pages 178 to 182 in the Company's FY2024 annual report ("**Annual Report 2024**"). Save as disclosed, Mr Khojama Kalimuddin has no relationship with the Company, its related corporations, its substantial Shareholders or its officers.

(ii) *Item 3*
To be in compliance with Rule 406(3)(d)(iv) of the Catalist Rules, Dr Ho Tat Kin will not be seeking re-election and will retire as a Director at the conclusion of the AGM. Upon his retirement, he will cease to be the Independent Chairman of the Board and will relinquish his position as Chairman of the Nominating Committee and a member of the Audit and Risk and Remuneration Committees.

(iii) *Item 3*
To be in compliance with Rule 406(3)(d)(iv) of the Catalist Rules, Mr Gary Ho Kuat Foong will not be seeking re-election and will retire as a Director at the conclusion of the AGM. Upon his retirement, he will cease to be the Independent Director of the Company and will relinquish his position as Chairman of the Remuneration Committee and a member of the Audit and Risk and Nominating Committees.

(iv) *Item 3*
To be in compliance with Rule 406(3)(d)(iv) of the Catalist Rules, Mr Ong Pang Liang will not be seeking re-election and will retire as a Director at the conclusion of the AGM. Upon his retirement, he will cease to be the Independent Director of the Company and will relinquish his position as Chairman of the Audit and Risk Committee and a member of the Nominating and Remuneration Committees.

(v) *Ordinary Resolution 6*, if passed, will empower the Directors, effective until the conclusion of the next AGM, or the date by which the next AGM is required by law to be held or such authority is varied or revoked by the Company in a general meeting, whichever is earlier, to issue Shares, make or grant Instruments convertible into Shares and to issue Shares pursuant to such Instruments, up to a number not exceeding 100% of the total number of issued Shares (excluding treasury shares and subsidiary holdings), of which up to 50% may be issued other than on a *pro rata* basis to Shareholders.

For determining the aggregate number of Shares that may be issued, the total number of issued Shares (excluding treasury shares and subsidiary holdings) will be calculated based on the total number of issued Shares (excluding treasury shares and subsidiary holdings) at the time this resolution is passed after adjusting for new Shares arising from the conversion or exercise of any convertible securities or shares options or vesting of share awards and any subsequent bonus issue, consolidation or subdivision of Shares. These adjustments are only to be made in respect of new Shares arising from convertible securities, share options or share awards which were issued and outstanding or subsisting at the time of the passing of this resolution. As at the date of this notice of AGM, the Company does not have any treasury shares or subsidiary holdings.

(vi) *Ordinary Resolution 7*, if passed, will empower the Directors, effective until the conclusion of the next AGM, or the date by which the next AGM is required by law to be held or such authority is varied or revoked by the Company in a general meeting or the expiry of the Share-Based Incentive Plans, whichever is earlier, to allot and issue Shares pursuant to the exercise of options granted and/or Shares to be awarded under the Share-Based Incentive Plans up to a number not exceeding in aggregate 15% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) from time to time.

(vii) *Ordinary Resolution 8*, if passed, will empower the Directors from the date of the passing of the resolution until the earlier of the date of the next AGM, or the date by which the next AGM is required by law to be held, to purchase or otherwise acquire, by way of Market Purchases or Off-Market Purchases, up to 10% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) as at the date of passing of the resolution on the terms of the Share Buyback Mandate as set out in the Letter to Shareholders dated 14 April 2025 ("**Letter**"), unless such authority is earlier revoked or varied by Shareholders at a general meeting.

The Company may use internal sources of funds or external borrowings or a combination of both to finance the Company's purchase or acquisition of Shares pursuant to the Share Buyback Mandate. The amount of financing required for the Company to purchase or acquire its Shares, and the impact on the Company's financial position, cannot be ascertained as at the date of this notice of AGM as these will depend on, *inter alia*, the aggregate number of Shares purchased or acquired, whether the purchase or acquisition is made out of capital or profits, the purchase prices paid for such Shares, the amount (if any) borrowed by the Company to fund the purchases or acquisitions and whether the Shares purchased or acquired are cancelled or held as treasury shares. Illustrative financial effects of the Share Buyback Mandate based on the audited financial statements of the Group for FY2024 and certain assumptions are set out in paragraph 2.8 of the Letter.

Notes:

General

1. The AGM will be held, in a wholly physical format, at the venue, date and time stated above. Shareholders, including SRS investors, and (where applicable) duly appointed proxies and representatives will be able to ask questions and vote at the AGM in person. There will be no option for Shareholders to participate virtually.

2. Printed copies of this notice of AGM, Proxy Form, Request Form and the Letter will be sent to Shareholders by post. These documents will also be made available on the Company's website at the URL https://securagroup.com.sg/investors-and-media/#event-calendar and the SGX's website at the URL https://www.sgx.com/securities/company-announcements.

NOTICE OF **ANNUAL GENERAL MEETING**

Register in person to attend the AGM

3. Members and (where applicable) duly appointed proxies can attend the AGM in person. To do so, they will need to register in person at the registration counter(s) outside the AGM venue on the day of the AGM. Every attendee is required to bring his/her NRIC/passport to enable the Company to verify his/her identity. The Company reserves the right to refuse admittance to the AGM if the attendee's identity cannot be verified accurately.

Submission of proxies

4. (a) A member who is not a relevant intermediary is entitled to appoint not more than two proxies to attend, speak and vote at the AGM. Where such member's form of proxy appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the form of proxy.

   (b) A member who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's form of proxy appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the form of proxy.

   "**Relevant intermediary**" has the meaning ascribed to it in Section 181 of the Act.

5. A proxy need not be a shareholder of the Company. A Shareholder may choose to appoint the Chairman of the AGM as his/her/its proxy.

6. The Proxy Form must be submitted to the Company in the following manners:

   (a) if submitted by post, be lodged at the registered office of the Company at 38 Alexandra Terrace, Singapore 119932; or

   (b) if submitted electronically, be submitted via email to agm@securagroup.com.sg,

   and in either case, must be lodged or received (as the case may be) by 2.00 p.m. on Saturday, 26 April 2025, being not less than 72 hours before the time appointed for the holding of the AGM.

   A member who wishes to submit a Proxy Form must complete and sign it before submitting it by post to the address provided above, or before scanning and submitting it via email to the email address provided above.

7. The Proxy Form must be signed by the appointor or his attorney duly authorised in writing. Where the Proxy Form is executed by a corporation, it must be executed either under its common seal or under the hand of any officer or attorney duly authorised.

8. In the case of members whose Shares are entered against their names in the Depository Register (as defined in Part 3AA of the Securities and Futures Act 2001 of Singapore), the Company may reject the form of proxy submitted if such members' names do not appear on the Depository Register maintained by The Central Depository (Pte) Limited as at 72 hours before the time fixed for holding the AGM.

9. An investor who buys shares using SRS monies ("**SRS Investor**") (as may be applicable) may attend and cast his/her votes at the AGM in person if appointed as proxy of his/her SRS Operators. If the SRS Investors who are unable to attend the AGM but would like to vote, may inform their SRS Operators to appoint the Chairman of the AGM to act as their proxy by 2.00 p.m. on Monday, 21 April 2025 to submit their votes.

Submission of questions

10. Members and SRS Investors may submit substantial and relevant questions related to the resolutions to be tabled at the AGM ahead of the AGM by email to agm@securagroup.sg by 2.00 p.m. on Monday, 21 April 2025.

11. The Company will endeavour to address all substantial and relevant questions if received by the prescribed deadline above at the AGM. For substantial and relevant questions received after the prescribed deadline, the Company will also address them together with questions raised at the AGM. Where substantially similar questions are received, they will be consolidated and not all questions may be individually addressed.

Minutes of the AGM

12. The minutes of the AGM together with the responses to the substantial and relevant questions by Shareholders not already answered and announced, will be posted on the SGX's website and the Company's website within one month after the date of the AGM.

Personal data privacy:

By submitting the Proxy Form 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) for the purpose of the processing and administration by the Company (or its agents) of proxies and/or representatives appointed for the AGM and/or any adjournment thereof and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM and/or any adjournment thereof, and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "**Purposes**"), (ii) warrants that where a member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

ADDITIONAL INFORMATION ON **DIRECTOR SEEKING RE-ELECTION**

Mr Khojama Kalimuddin ("**Retiring Director**") is seeking re-election at the forthcoming annual general meeting of the Company to be convened on 29 April 2025 ("**AGM**").

Pursuant to Rule 720(5) of the Listing Manual Section B: Rules of Catalist of the SGX -ST (the "**Catalist Rules**"), the information relating to the Retiring Director as required under Appendix 7F of the Catalist Rules, is as set out below:

	MR KHOJAMA KALIMUDDIN
Date of Appointment	3 February 2025
Date of last re-appointment (if applicable)	NA
Age	71
Country of principal residence	Singapore
The Board's comments on this appointment (including rationale, selection criteria, and the search and nomination process)	The Board has considered the Nominating Committee (NC)'s recommendation and assessments of Mr Khojama's qualifications and experiences and is satisfied that he will continue to contribute relevant knowledge, skills and experience to the Board. Mr Khojama has abstained from the deliberations of the Board pertaining to his re-election. Mr Khojama is considered an Independent Director and will, upon re-election, continue to serve as the Independent Director.
Whether appointment is executive, and if so, the area of responsibility	Non-Executive
Job Title (e.g. Lead ID, AC Chairman, AC member etc.)	• Independent Director
Professional qualifications	• Member of Institute of Singapore Chartered Accountants • Master of Commerce (Accounting) from University of Auckland • Bachelor of Commerce (Accounting) from University of Auckland
Working experience and occupation(s) during the past 10 years	**Present** • Director, Valencia Club de Futbol, S.A.D Mr. Kalimuddin has over 30 years of experience in financial, corporate, and operations management. He retired in 2013 following a distinguished 33-year career as a senior executive at a U.S. multinational company.

ADDITIONAL INFORMATION ON **DIRECTOR SEEKING RE-ELECTION**

	MR KHOJAMA KALIMUDDIN
Shareholding interest in the listed issuer and its subsidiaries	None
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	No
Conflict of interest (including any competing business)	No
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) has been submitted to the listed issuer	Yes
Other Principal Commitments* Including Directorships# ** "Principal Commitments" has the same meaning as defined in the Code – "principal commitments" includes all commitments which involve significant time commitment such as full-time occupation, consultancy work, committee work, non-listed company board representations and directorships and involvement in non-profit organisations. Where a director sits on the boards of non-active related corporations, those appointments should not normally be considered principal commitments* *# These fields are not applicable for announcement of appointments pursuant to Rule 704(8)*	**Past directorship (for the last 5 years)** None **Present directorship:** • Director, Valencia Club de Futbol, S.A.D
(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

ADDITIONAL INFORMATION ON **DIRECTOR SEEKING RE-ELECTION**

	MR KHOJAMA KALIMUDDIN
(b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No
(c) Whether there is any unsatisfied judgment against him?	No
(d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No
(e) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No
(f) Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No

ADDITIONAL INFORMATION ON DIRECTOR SEEKING RE-ELECTION

	MR KHOJAMA KALIMUDDIN
(g) Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No
(h) Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No
(i) Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No
(j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:–	
(i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	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
(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
(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,	No
in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?	

ADDITIONAL INFORMATION ON DIRECTOR SEEKING RE-ELECTION

	MR KHOJAMA KALIMUDDIN
(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

PROXY FORM

SECURA GROUP LIMITED
(Company Registration No. 201531866K)
(Incorporated in the Republic of Singapore)

IMPORTANT
1. This Proxy Form is not valid for use by investors who hold shares in the Company through relevant intermediaries (as defined in Section 181 of the Companies Act 1967). Such investors should approach their relevant intermediary as soon as possible to specify their voting instructions.

PERSONAL DATA PRIVACY
2. By submitting this Proxy Form, the member accepts and agrees to the personal data privacy terms set out in the notice of annual general meeting dated 14 April 2025.

*I/We (Name) ______________________ (NRIC/Passport/UEN No.) ______________

of (Address) ____

being a *member/members of Secura Group Limited (the "**Company**"), hereby appoint:

Name:	NRIC/Passport no.	Proportion of shareholdings	
		No. of Shares	%
Address:			

* and/or (delete as appropriate)

Name:	NRIC/Passport no.	Proportion of shareholdings	
		No. of Shares	%
Address:			

as my/our proxy(ies) to attend, speak and vote for me/us on my/our behalf at the annual general meeting of the Company ("**Meeting**") to be held at 38 Alexandra Terrace, Level 2, Singapore 119932, on Tuesday, 29 April 2025 at 2.00 p.m., and at any adjournment thereof. I/We direct my/our proxy(ies) to vote for or against, or to abstain from voting on, the resolutions to be proposed at the Meeting as indicated hereunder.

		No. of votes or to indicate with a tick (√)*		
No.	**Resolutions relating to:**	**For**	**Against**	**Abstain**
Ordinary business				
1	Adoption of Directors' Statement and Audited Financial Statements for the financial year ended 31 December 2024 ("**FY2024**") together with the Auditors' Report thereon			
2	Payment of first and final tax exempt (one-tier) dividend of 0.1375 Singapore cents per share for FY2024			
3	Re-election of Mr Khojama Kalimuddin as a Director			
4	Directors' fees of up to S$300,000 for the financial year ending 31 December 2025, payable quarterly in arrears			
5	Re-appointment of Ernst & Young LLP as auditors of the Company			
Special business				
6	Authority to allot and issue shares in the capital of the Company ("**Shares**")			
7	Authority to grant options and/or awards and to allot and issue Shares under the Secura Employee Share Option Scheme and/or the Secura Performance Share Plan			
8	Renewal of the Share Buyback Mandate			

* All resolutions would be put to vote by poll in accordance with the listing rules of the Singapore Exchange Securities Trading Limited. A tick within the box provided would represent you are exercising all your votes "For" or "Against" or "Abstain" from voting on the relevant resolution.

Dated this ________ day of ____________________ 2025

Total number of Shares held in:

____
Signature(s) of Member(s) or Common Seal

IMPORTANT: Please read the notes overleaf before completing the Proxy Form

Notes:

1. (a) A member who is not a relevant intermediary is entitled to appoint not more than two proxies to attend, speak and vote at the Meeting. Where such member's form of proxy appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the form of proxy.

   (b) A member who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the Meeting, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's form of proxy appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the form of proxy.

   "**Relevant intermediary**" has the meaning ascribed to it in Section 181 of the Companies Act 1967 of Singapore.

2. A proxy need not be a shareholder of the Company. A shareholder may choose to appoint the Chairman of the Meeting as his/her/its proxy.

3. A shareholder should insert the total number of Shares held. If the shareholder has Shares entered against his/her/its name in the Depository Register (maintained by The Central Depository (Pte) Limited), he/she/it should insert that number of Shares. If the shareholder has Shares registered in his/her/its name in the Register of Members (maintained by or on behalf of the Company), he/she/it should insert that number of Shares. If the shareholder has Shares entered against his/her/its name in the Depository Register and registered in his/her/its name in the Register of Members, he/she/it should insert the aggregate number of Shares. If no number is inserted, this Proxy Form shall be deemed to relate to all the Shares held by the shareholder.

4. The appointment of a proxy(ies) shall not preclude a member from attending, speaking and voting at the Meeting. Any appointment of a proxy(ies) shall be deemed to be revoked if a member attends the Meeting in person, and in such event, the Company reserves the right to refuse to admit any person(s) appointed under the instrument of proxy, to the Meeting.

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5. The instrument appointing a proxy(ies) must be submitted to the Company in the following manners:

   (a) if submitted by post, be lodged at the registered office of the Company at 38 Alexandra Terrace, Singapore 119932; or

   (b) if submitted electronically, be submitted via email to agm@securagroup.com.sg,

   and in either case, must be lodged or received (as the case may be) by 2.00 p.m. on Saturday, 26 April 2025, being not less than 72 hours before the time appointed for the holding of the Meeting.

   Shareholders who wish to appoint a proxy(ies) can use the printed copy of the Proxy Form (which was sent by post to them), by completing and signing the Proxy Form before submitting it by post to the address provided above or, alternatively, scanning and submitting it via email to the email address provided above.

6. The instrument appointing a proxy or proxy(ies) must be under the hand of the appointor or of his/her attorney duly authorised in writing. Where the instrument appointing a proxy or proxy(ies) is executed by a corporation, it must be executed either under its seal or under the hand of its attorney or a duly authorised officer.

7. Where the instrument appointing a proxy or proxy(ies) is signed on behalf of the appointor by an attorney, the power of attorney (or other authority under which it is signed, if applicable) or a duly certified copy thereof must (failing previous registration with the Company), if the instrument is submitted by post, be lodged with the instrument, or if the instrument is submitted electronically via email, be emailed together with the instrument, failing which the instrument may be treated as invalid.

8. The Company shall be entitled to reject the instrument appointing a proxy(ies) 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(ies) (including any related attachment). In addition, in the case of shares entered in the Depository Register, the Company may reject any instrument appointing a proxy(ies) lodged or submitted, if the member, being the appointor, is not shown to have shares entered against his/her/its name in the Depository Register as at 72 hours before the time appointed for the holding of the Meeting, as certified by The Central Depository (Pte) Limited to the Company.

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GLUE ALL SIDES

Postage will be paid by addressee. For posting in Singapore only.

BUSINESS REPLY SERVICE
PERMIT NO. 09676

SECURA GROUP LIMITED
38 Alexandra Terrace
Singapore 119932

GLUE ALL SIDES

CORPORATE **DIRECTORY**

BOARD OF DIRECTORS

Dr Ho Tat Kin
(Chairman and Independent Director)

Mr Kan Kheong Ng
(Executive Director and Chief Executive Officer)

Ms Lim Hoi Leong
(Executive Director and Chief Financial Officer)

Mr Ong Pang Liang
(Independent Director)

Mr Gary Ho Kuat Foong
(Independent Director)

Ms Christina Teo Tze Wei (Zhao Ziwei)
(Independent Director)

Mr Goh Yi Shun, Joshua
(Independent Director)

Mr Khojama Kalimuddin
(Independent Director)

Mr Wilson Sam
(Non-Executive and Non-Independent Director)

AUDIT AND RISK COMMITTEE

Mr Ong Pang Liang *Chairman*

Mr Gary Ho Kuat Foong *Member*

Dr Ho Tat Kin *Member*

Mr Goh Yi Shun, Joshua *Member*

Mr Wilson Sam *Member*

NOMINATING COMMITTEE

Dr Ho Tat Kin *Chairman*

Mr Ong Pang Liang *Member*

Mr Gary Ho Kuat Foong *Member*

Ms Christina Teo Tze Wei (Zhao Ziwei) *Member*

REMUNERATION COMMITTEE

Mr Gary Ho Kuat Foong *Chairman*

Dr Ho Tat Kin *Member*

Mr Ong Pang Liang *Member*

Mr Goh Yi Shun, Joshua *Member*

COMPANY SECRETARY

Ms. Ngiam May Ling *(LLB (Hons))*

SHARE REGISTRAR AND SHARE TRANSFER OFFICE

Boardroom Corporate & Advisory Services Pte. Ltd.
1 Harbourfront Avenue
#14-07 Keppel Bay Tower
Singapore 098632

INDEPENDENT AUDITOR

ERNST & YOUNG LLP
One Raffles Quay
North Tower Level 18
Singapore 048583

Partner-in-charge: Mr Tan Soon Seng
Since the financial year ended 31 December 2020

SPONSOR

United Overseas Bank Limited
80 Raffles Place
UOB Plaza
Singapore 048624

INVESTOR RELATION

August Consulting
101 Thomson Road
#30-02 United Square
Singapore 307591
Tel: +65 6733 8873
Email: ir@securagroup.com.sg

REGISTERED OFFICE

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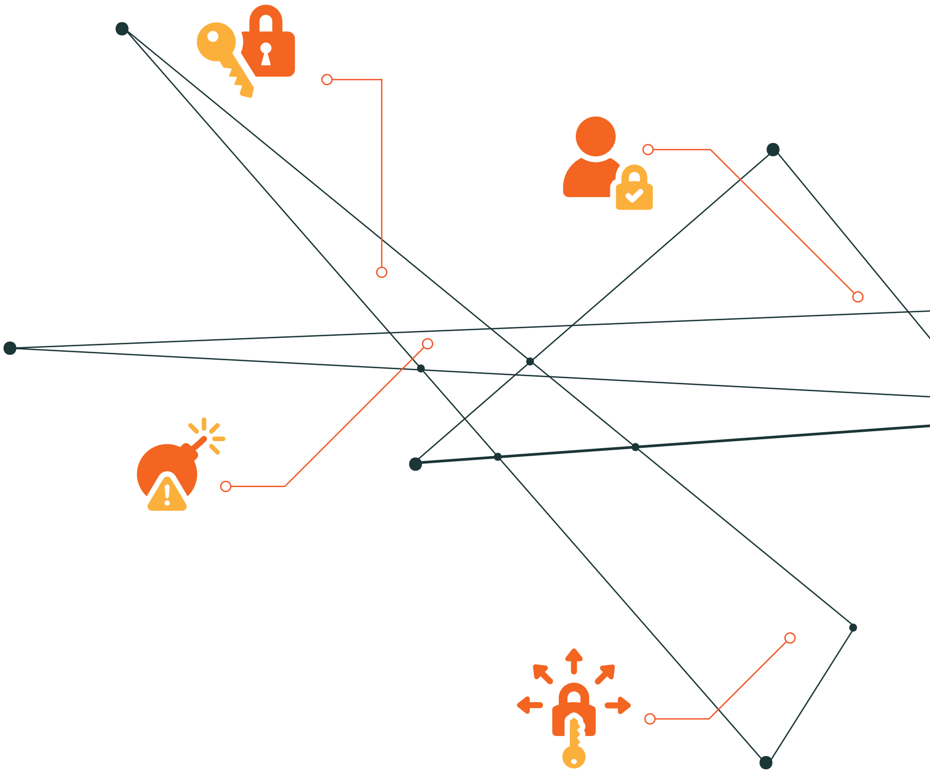
Singapore 119932
Tel: +65 6813 9500
Fax: +65 6813 9629
Website: www.securagroup.com.sg



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2024 Secura Group Limited Annual Report Company Registration No. 201531866K
Incorporated in the Republic of Singapore on 14 August 2015