



HIAP HOE LIMITED
ANNUAL REPORT 2025

I N F I N I T E P O T E N T I A L

Our Business	01	Risk Management	09
Chairman & CEO Message	02	Operations Review	10
Financial Highlights	04	Sustainability	14
Group Structure	05	Financial Contents	67
Board of Directors	06	Corporate Information	IBC
Key Management	08		

ABOUT HIAP HOE

Hiap Hoe Limited is a regional premium real estate group listed on the Mainboard of the Singapore Stock Exchange. Known for the development of luxury and mid-tier residential as well as hotel-cum-commercial properties that are distinct in design and preferred for their excellent location and investment prospects, the Group holds a diversified portfolio of hospitality, retail, commercial and residential assets.

Hiap Hoe’s flagship development is Zhongshan Park, an integrated hotel-cum-commercial development along Balestier Road that sits just opposite the historic Sun Yat-Sen Nanyang Memorial Hall, a national monument that pays tribute to the father of the 1911 Chinese Revolution. Comprising the first property in Singapore of the Aloft hospitality brand and the brand’s largest in the world, Aloft Singapore Novena, Zhongshan Mall and an office tower, the development has a strong heritage connection and an old-world charm.

Other local properties in the Group’s portfolio include distinctive projects such as Skyline 360° At St Thomas Walk, Waterscape At Cavenagh, The Beverly, Signature At Lewis and HH@Kallang, among others.

In 2013, Hiap Hoe expanded overseas, acquiring assets in prime locations across Australia in line with the Group’s strategy to grow its recurring income stream. This included Marina Tower, a significant milestone in the expansion of the Company’s international portfolio and Hiap Hoe’s first integrated hotel-and-residential development, which it subsequently sold in 2024. By 2017, the Group had entered the United Kingdom’s hospitality market by adding to its portfolio Holiday Inn Express Trafford City in Manchester, and further strengthened its presence in Western Australia the following year through the acquisition of Aloft Perth Hotel and a commercial office building at 25 Rowe Avenue. In 2023, Hiap Hoe added Great Eastern Motor Lodge in Perth, Western Australia, to its international portfolio.

Hiap Hoe’s strategic acquisition of SuperBowl Holdings Limited in 2014 consolidated its position as a sizeable player in the real estate industry and brought in additional revenue streams from the leasing business and leisure activities to add greater income stability for the Group.

VISION

A richer life for each of us.

MISSION

To provide sustainable long-term returns to our stakeholders as we uphold our leading reputation as a homegrown premium developer of quality developments. Only the best carries our signature.



OUR BUSINESS

PROPERTY DEVELOPMENT & INVESTMENTS

- ✦ An integrated development at Zhongshan Park that comprises the Hiap Hoe Building office tower, a shopping mall and two hotel towers under the Aloft hospitality brand, Aloft Singapore Novena.
- ✦ Development of residential and industrial properties in Singapore as well as in Melbourne, Australia.
- ✦ Property investments in retail and office spaces located across prime areas in Singapore.
- ✦ Two commercial office buildings at strategic locations in Perth, Australia for recurring income streams.

HOSPITALITY

- ✦ Aloft Singapore Novena, the largest Aloft hotel in the world, in Singapore's Balestier neighbourhood comprising two towers with a total of 781 rooms and 4 suites.
- ✦ Aloft Perth, a 15-storey hotel with 224 rooms in Australia, under management by Marriott International.
- ✦ Holiday Inn Express Trafford City, a 6-storey modular hotel with 220 rooms in Manchester, the United Kingdom.
- ✦ Great Eastern Motor Lodge, a 198 bedrooms with 180 parking spaces property on the Great Eastern Highway in Perth, Australia.

INVESTMENTS

- ✦ Over S\$400 million of investments with a diversified portfolio in listed equities, fixed income instruments, and mutual and private equity funds for both quoted and unquoted investments.
- ✦ The Group diversifies its investments by business sector and country, with primary investment focus in real estate and hospitality assets.

LEISURE

- ✦ SuperBowl, Southeast Asia's leading provider of indoor sports and recreation facilities, operates in seven centres at various parts of Singapore. It is one of the largest owners and operators of bowling centres in Singapore, with a total of 168 bowling lanes.



CHAIRMAN & CEO MESSAGE

Dear Shareholders,

On behalf of the Board of Directors, we are pleased to present Hiap Hoe's Annual Report for the financial year ended December 2025 ("FY 2025").

The Group remains steadfast in its commitment to preserving its standing as a premium real estate group with a diversified global portfolio spanning hospitality, retail, commercial and residential assets. Strengthening our recurring income base through improved rental yields and occupancy rates across our properties will continue to be a key priority. At the same time, we remain focused on safeguarding liquidity and maintaining a sound balance sheet and healthy cash position.

Our hospitality chains drove revenue for the year

Revenue from our existing hotel operations rose by S\$10.8 million to S\$94.8 million in 2025, up from S\$84.0 million in 2024. This increase was attributed mainly to higher occupancy rates achieved during the year. Contributions for the year came from our Aloft properties in Singapore and Perth, as well as, among others, our latest addition, the Great Eastern Motor Lodge at Rivervale, Western Australia in 2024.

Against a backdrop of modest UK economic growth in 2025, our Holiday Inn Express Trafford City hotel in Manchester maintained consistent performance for the year. Its strategic location near Old Trafford football stadium, the Trafford Centre and within easy reach of the city centre continued to support its contribution to our earnings.

Yielding strong returns from our local retail and commercial portfolio

Our leasing portfolio at Zhongshan Mall and the Hiap Hoe Building office tower achieved full occupancy in 2025. The committed occupancy rate in Orchard Towers rose to 84% in 2025, up from 53% in 2024, a sign that tenants continue to be drawn to this prime location at highly competitive

rental rates. The Group's additional rental income streams from the SuperBowl's group of properties continued to provide greater income stability for the Group.

Occupancy holds strong in our overseas commercial properties

Occupancy strengthened over the year in our overseas portfolio, led by a significant improvement in our Australian Stirling Street property, where occupancy increased from 76% in 2024 to 95% in 2025. Our 25 Rowe Avenue property performed within expectations, delivering stable returns by maintaining occupancy at 81%. This reflects consistent tenant retention and steady demand across the period.

Financial Performance

The Group recorded revenue of S\$135.0 million in FY 2025, an increase of S\$9.6 million from S\$125.4 million recorded in the previous financial year ("FY 2024"). The increase was mainly attributed to the higher revenue from hotel operations, particularly from Aloft Singapore Novena. Rental revenue increased by S\$0.1 million to S\$29.4 million against the previous year's S\$29.3 million, mainly due to higher occupancies in the Group's properties. The Group's leisure business from our remaining seven SuperBowl centres across Singapore contributed S\$10.8 million in revenue despite the closure of the HomeTeamNS-JOM clubhouse in January 2025.

Other income of S\$9.2 million included a write back of impairment loss on our investment property at 130 Stirling Street, Perth of S\$2.5 million to reflect its recoverable amount attributable to an improved tenancy profile which outweighed the increase in capitalisation rate.

The Group recorded a higher fair value gain of S\$30.2 million in other investments for FY 2025 against the previous year's gain of S\$24.3 million, mainly from the Group's investments in the real estate and financial services sectors.



CHAIRMAN & CEO MESSAGE (CONTINUED)

Expenses related to the upkeep and maintenance of our properties, marketing related expenses, hotel management fees and other costs were kept lower in the year at S\$58.5 million as compared to S\$60.7 million in FY 2024. Expenses recorded included an impairment loss of S\$0.5 million on the investment property at 25 Rowe Avenue, Perth.

Lower borrowing costs also led to a decrease of S\$12.0 million in finance costs for the year to S\$26.5 million as compared to S\$38.5 million in FY 2024.

Fluctuations in the Australian dollar, the Euro and the United States dollar resulted in a lower foreign exchange loss of S\$2.5 million for the Group in FY 2025, compared to a greater loss of S\$6.6 million in FY 2024.

The Group registered a profit after tax of S\$30.6 million in FY 2025 versus a profit after tax of S\$6.6 million in FY 2024. Included was an over provision of a prior year income tax expense of S\$2.7 million attributed to the disposal of Four Points by Sheraton, Melbourne in FY 2024.

As at 31 December 2025, the net asset value per share for the Group was S\$1.58 and the Group's financial standing remained strong, with shareholders' equity attributable to owners of the Company at S\$744.0 million.

Looking Forward

While we are confident of the long-term potential of our existing portfolio, the Group is cautious about the coming year due to rising operational costs and geopolitical uncertainties, which may impact the Group's businesses and investment portfolio. To this end, the Group will focus on improving the rental yields and occupancy rates of our existing properties to strengthen our recurring income base.

We are committed to maintaining a healthy balance sheet and we have sufficient banking facilities and liquidity to meet debt obligations and operational needs. We will continue to exercise prudence with respect to non-essential capital and operating expenditure. In addition, the Group will explore acquisition opportunities and capitalise when the timing is right, with the aim to deliver sustainable returns to our shareholders.

Dividend

The Group declared an interim dividend of 0.25 Singapore cents per ordinary share in August 2025. To thank our shareholders for their continued support, the Board of Directors is pleased to recommend a final one-tier tax exempt dividend of 1.00 Singapore cents per ordinary share for FY 2025.

Acknowledgements

We extend our heartfelt appreciation to our fellow Board Members for their valued guidance, leadership and support throughout the financial year. We are also deeply grateful to our management team and staff for their hard work, dedication and steadfast commitment. To our shareholders and stakeholders, we offer our sincere thanks for your continued trust, confidence and support in the Group's business.

Teo Ho Beng
Executive Chairman

Teo Keng Joo, Marc
Chief Executive Officer



FINANCIAL HIGHLIGHTS

	2025 \$'000	2024 \$'000	2023 \$'000	2022 \$'000	2021 \$'000
Group Income Statements					
Revenue	135,002	125,357	111,887	119,399	93,688
Profit/(Loss) before Tax	36,578	17,201	6,080	(23,609)	26,535
Net Profit/(Loss) Attributable to Owners of the Company	30,371	6,569	5,559	(22,001)	21,196
Group Balance Sheets					
Non-Current Assets	1,086,221	1,109,834	1,129,432	1,208,123	1,258,473
Current Assets	614,140	480,333	459,821	361,821	370,189
Current Liabilities	269,661	202,567	307,325	412,003	392,224
Non-Current Liabilities	683,393	669,370	559,057	436,310	480,575
Equity Attributable to Owners of the Company	744,018	715,120	719,744	718,446	752,511
Per Share Data (Cents)					
Earnings Attributable to Owners of the Company (Basic)	6.45	1.40	1.18	(4.67)	4.50
Net Asset Value	158.11	151.97	152.96	152.68	159.92
Dividend	1.25	0.75	0.60	0.75	0.50
Financial Ratios					
Debt Equity Ratio (Times) ¹	1.15	1.07	1.05	1.04	1.03
Net Debt Equity Ratio (Times) ²	0.96	0.98	1.00	0.97	0.99
Current Ratio (Times)	2.28	2.37	1.50	0.88	0.94
Dividend Yield (%)	2.23	1.29	0.94	1.00	0.77
Dividend Payout (%)	19.37	53.73	50.79	(16.04)	11.10

Notes

(1) Debt includes amount due to related companies (non-trade) and lease liabilities.

(2) Net debt is debt less cash and short-term deposits.

	2025 \$'000	2024 \$'000
Revenue by Segments		
Hotel Income	94,819	83,976
Rental and Carpark Income	29,371	29,289
Leisure Business	10,812	11,071
Development Properties	-	1,021
	135,002	125,357

2025 Revenue by Segments

Total S\$135.0 million



2024 Revenue by Segments

Total S\$125.4 million



1%

	2025 \$'000	2024 \$'000
Revenue by Geographical		
Australia	39,745	42,238
United Kingdom	9,620	8,860
Singapore	85,637	74,259
	135,002	125,357

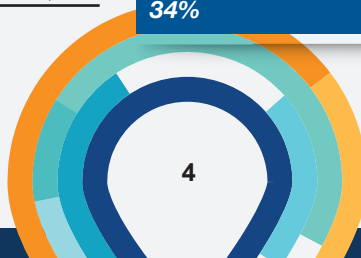
2025 Revenue by Geographical

Total S\$135.0 million



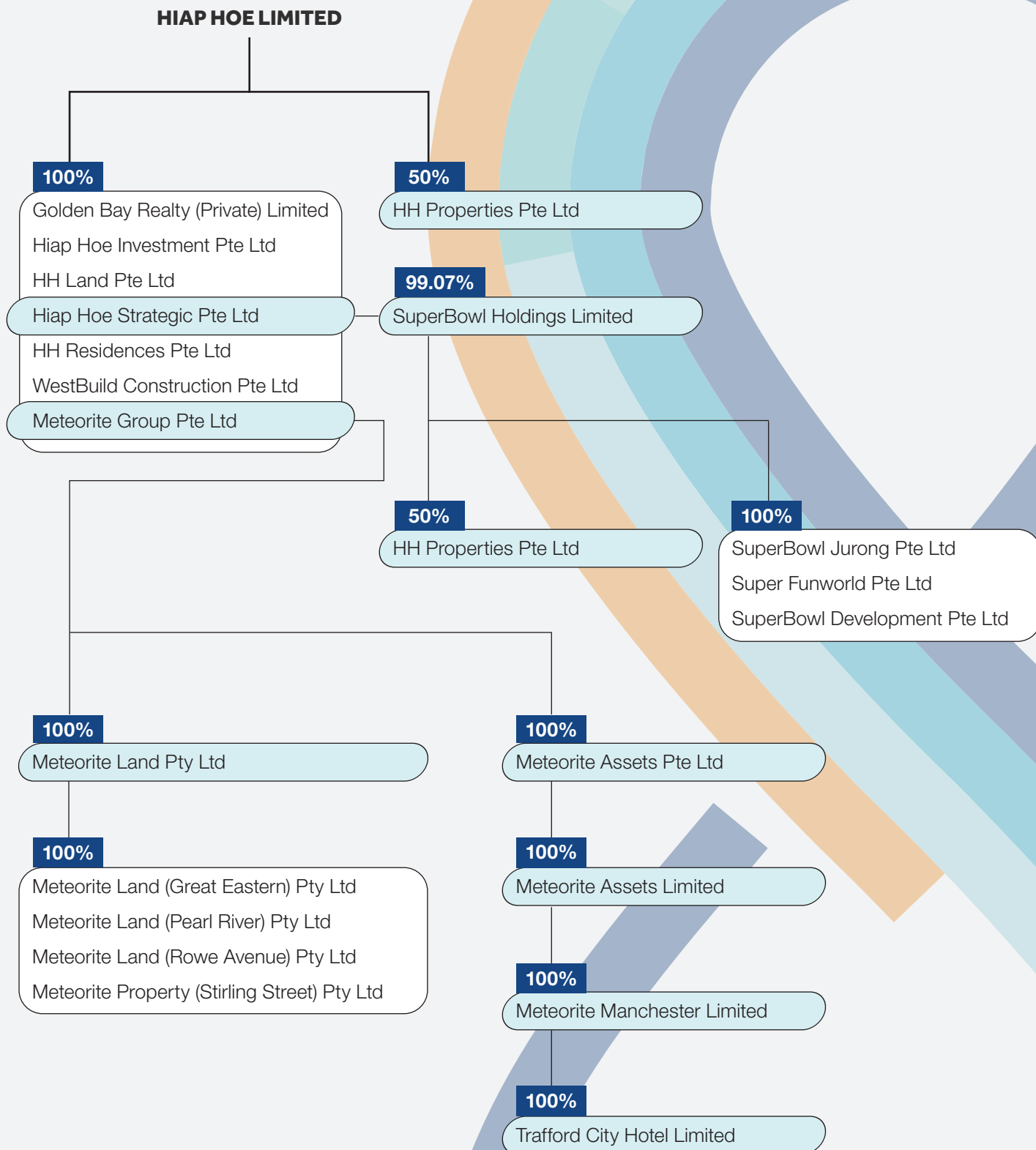
2024 Revenue by Geographical

Total S\$125.4 million



GROUP STRUCTURE

AS AT 31 DECEMBER 2025



BOARD OF DIRECTORS

TEO HO BENG

Executive Chairman

Last re-elected in 2024

Mr Teo was appointed as Director of Hiap Hoe Group in 1983. He was redesignated as Executive Chairman and relinquished his role as the Chief Executive Officer of Hiap Hoe Group on 2 January 2024. Mr Teo held the position as Chief Executive Officer from 2006 and was previously the Executive Chairman of the Board from May 2012 to May 2017. Mr Teo has more than 42 years of experience in the construction and property industries, and over 27 years of experience in the leisure industry. Mr Teo is responsible for the formulation of corporate strategies and policies for Hiap Hoe, and the implementation of these strategies by senior management at the operations level. Mr Teo chairs the financial investment committee for the Group's investment portfolios and senior management meetings to monitor Hiap Hoe's performances, including overseeing management, budgeting and forecasting processes to ensure there is prudent financial management. Mr Teo also sits on the board of Ley Choon Group Holdings Limited as Non-Executive Director.

TEO KENG JOO, MARC

Chief Executive Officer

Last re-elected in 2024

Mr Teo was appointed as Executive Director on 11 May 2017 and was redesignated as Chief Executive Officer of Hiap Hoe Group on 2 January 2024. Mr Teo oversees the Group's hospitality portfolio and is responsible for the Group's overseas expansion plans and corporate investments. Mr Teo also heads Project Management and Business Development in Singapore and Australia. Prior to joining Hiap Hoe, Mr Teo spent two years with Ernst & Young Singapore. Mr Teo graduated from Nanyang Technological University with a Bachelor of Accountancy (First Class Honours) degree and holds a diploma in Quantity Surveying conferred by Global School of Technology & Management and articulated by Heriot Watt University, UK.

TAN KIM SENG

Executive Director

Last re-elected in 2025

Mr Tan was appointed as Executive Director of Hiap Hoe on 1 July 2024. He launched his career in hospitality by winning the inaugural Shangri-La Scholarship in 1981 to pursue a degree at Cornell University's School of Hotel Management in the USA, graduating top of his class as Class Valedictorian in 1985. His 4 decades of experience span the Asia Pacific, in management and corporate roles at Shangri-La Asia, Allgreen Properties, Millennium & Copthorne Hotels (a CDL company), Meritus Hotels & Resorts, and OUE Group. He has also served on a number of corporate boards and committees – Director of the Singapore Hotel Association Board; President of the Singapore Serviced Apartments Association; Advisor on the Cornell-Nanyang Institute's Advisory Panel; Advisor for the SAFRA Strategic Review Steering Committee; Vice-President of the Cornell Hotel Society; Executive Committee of the Orchard Road Business Association; Advisor on the SDH Institute Industry Advisory Board; and Honorary Advisor for Horwath International's Advisory Board; and previously as Independent Non-Executive Director of SGX-listed Maveric Limited, and Independent Non-Executive Director at Amara Holdings Limited. He is currently also an Independent Representative on the Board of Directors of Club Wyndham Asia.



BOARD OF DIRECTORS

CHAN KUM ONN ROGER

Lead Independent Non-Executive Director

Last re-elected in 2024

Mr Chan was appointed as Independent Non-Executive Director of Hiap Hoe on 3 May 2023 and was subsequently appointed as the Lead Independent Director on 2 January 2024. Mr Chan has over 40 years of experience in auditing, accounting and taxation work and has been a practising Chartered Accountant since 1980. He is currently an Executive Director of R Chan & Associates PAC (Chartered Accountants of Singapore). Mr Chan is also experienced in insolvency, corporate secretarial and management consultancy work. His clients include many small and medium sized enterprises and subsidiaries and branches of multinational corporations covering a diverse range of industries. Mr Chan is a Fellow member of The Association of Chartered Certified Accountants, a member of the Institute of Singapore Chartered Accountants, a member of the Singapore Institute of Directors and an Accredited Tax Advisor (Income Tax and GST) of the Singapore Chartered Tax Professionals.

ONG SEET JOON AMOS

Independent Non-Executive Director

Last re-elected in 2025

Mr Ong was appointed as Independent Non-Executive Director of Hiap Hoe on 2 January 2024. Mr Ong has three decades of commercial banking experience, spanning across areas such as strategy and budgeting, asset-liability management, business development, credit risk & marketing, client coverage and solutioning, as well as general management. Mr Ong was with Maybank from 1992 to 2021. He held various positions including Country Head of Maybank Hong Kong, President and Chief Executive Officer of Maybank Philippines Inc. and Head of Client Coverage and Global Banking at Maybank Singapore. Mr Ong co-founded A3 Capital Pte Ltd, a privately held specialist real estate investment platform based in Singapore undertaking Real Estate Fund Management, Asset Management and Syndication, and is a Co-Managing Partner there. Mr Ong holds a Master of Economics degree from Macquarie University and graduated with a Bachelor of Arts (Economics) with First Class Honours from London Metropolitan University.

KWOK CHUI LIAN

Independent Non-Executive Director

Last re-elected in 2025

Ms Kwok was appointed as Independent Non-Executive Director of Hiap Hoe on 2 January 2024. Ms Kwok started her career with Citibank and has 20 years of extensive experience in OCBC and held various senior positions during her tenure in the Bank. She was the President and Chief Executive Officer of AFC Merchant Bank (AFC) from 2008 to 2017 and retired from her position as advisor to the Chief Executive Officer in Resona Merchant Bank Asia Limited in 2024. During her tenure at AFC, she also held the position of Secretary General of the ASEAN Bankers Association. Ms Kwok holds a Bachelor of Arts (Hons) degree in Economics. She is a Fellow of The Institute of Chartered Secretaries and Administrators and a Fellow member of Singapore Institute of Directors. Ms Kwok has attended executive management programmes at both Wharton-SMU University in 2004 (General Management Program) and The Wharton School at the University of Pennsylvania in 2006 (The Leadership Journey-Creating and Developing your leadership). Ms Kwok was also an Independent Non-Executive Director of Hiap Hoe from September 2012 to April 2015.



KEY MANAGEMENT

ROLAND TEO HO KANG

Executive Director of Subsidiaries

Mr Teo has more than 27 years of experience in the property and leisure industries and is responsible for overseeing the marketing and promotion of Hiap Hoe's properties and their performance. He also takes care of the Group's product development and staff development. Mr Teo holds a Bachelor in Business Administration from the American Intercontinental University.

TEO POH SIM AGNES

Head, HR & Admin

Ms Teo joined the Group in February 2003 and is responsible for formulating the human resource and administration policies of the Group. Ms Teo has more than 14 years of experience in human resource and administration and oversees the Group payroll, staff welfare and staff development as well as general administration matters. Ms Teo holds a Bachelor of Arts degree from the Pacific Union College (USA).

TEO HO KHEONG ANDREW

Executive Director of Subsidiaries

Mr Teo has been appointed as Executive Director of a few major subsidiaries of the Group. Mr Teo is responsible for the business development of SuperBowl's bowling business and assists in the formulation of its operational and marketing plans.

IRENE CHEAH LAN KWEE

Chief Financial Officer

Ms Cheah is responsible for the overall finance, compliance, corporate governance, treasury function and accounting aspects of the Group. Ms Cheah joined the Group as a Financial Controller in June 2015 and was promoted to Chief Financial Officer in August 2021. Prior to joining the Group, she was the Vice President Finance with The Straits Trading Company Limited and was responsible for financial and management reporting, budget, tax as well as cash and risk management in relation to the Group's various business segments. She was also actively involved in some of the Group's merger and acquisition projects. Ms Cheah is a Chartered Accountant of Singapore and a Fellow member of the Association of Chartered Certified Accountants.



RISK MANAGEMENT

Risk management is an integral part of the management of our Group's business. The Group's risk management framework is designed to enable Management to address operational risks, financial risks and compliance risks of key operating units within the Group. Risk management and control procedures are reviewed and updated regularly to reflect changes in market conditions and the activities of the Group. The following sets out an overview of the key risks faced by the Group, the nature and the extent of the Group's exposure to these risks and the mitigating actions in place to address these risks.

INTEREST RATE EXPOSURE

Changes in interest rate are a major influence on the bottom line because the Group's investments are mainly financed through bank borrowings. Interest rate risk is managed by arranging different credit facilities with various banks at competitive rates. The Group minimises interest rate risk by considering cash flow forecasts, terms of debt obligations and market outlook. Interest rate hedging instruments are also explored where appropriate.

FOREIGN EXCHANGE RISK

The Group is exposed to foreign exchange risk as a result of its foreign operations in Australia and United Kingdom and its trading investments. The Group uses loans in foreign currency to hedge its exposure to foreign exchange risk on both its trading investments and investments in foreign operations. The Group also considers forward currency contracts to manage these exposures, where appropriate.

LIQUIDITY RISK

Liquidity risk is the risk that the Group will encounter difficulty in meeting its financial obligations due to shortage of funds. The Group's exposure to liquidity risk arises primarily from mismatches between the maturities of financial assets and liabilities. The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

MARKET PRICE RISK

Market price risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market prices (other than interest or exchange rates). The Group is exposed to equity price risk arising from its trading investments. The Group does not have exposure to commodity price risk.

BUSINESS CONTINUITY RISK

In order to sustain the business as a real estate developer, the Group needs to acquire land at competitive prices for development, but such opportunities are not always available due to industry outlook and consumer demand. To ensure continual growth, the Group has diversified its reliance on development of residential properties by venturing into hospitality, leasing and leisure businesses for stable recurring income streams.



OPERATIONS REVIEW



Aloft Singapore Novena - Exterior West Wing Hotel Entrance.

PROPERTY DEVELOPMENT AND INVESTMENTS

Higher occupancies in the Group’s properties during the year in review resulted in an increase in rental revenue from S\$29.3 million in FY 2024 to S\$29.4 million in FY 2025.

Our commercial/retail rentals recorded a higher \$/sq.ft. as compared to FY 2024 as our rental rates continue to track prevailing market trends. A substantial portion of our local portfolio of properties

enjoyed full or near full occupancy rates during the year. The 13-storey Hiap Hoe Building office tower, the 50,000-sq-ft two-storey Zhongshan Mall, and two hotel towers under the Aloft hospitality brand, Aloft Singapore Novena, make up the Group’s 190,000-sq-ft integrated development at Zhongshan Park, of which both office towers and the mall enjoyed full occupancy in FY 2025. Meanwhile, occupancy for our properties at 1 and 3 Yuan Ching Road grew from 94% to 99%

in FY 2025. The Group’s freehold light industry building, HH@Kallang, continued to maintain its occupancy at 96% in the year.

Orchard Towers offers competitive rental prices and is now seeing a nearly 84% committed occupancy rate, up from 53% in FY2024. Its ongoing makeover and rental affordability make it a viable, high-value option for businesses seeking a prime location in Orchard Road at a comparatively lower cost.





Plant a Tree event.



Willing Hearts.



Food from the Heart.



Blood Donation Drive.



Blood Donation Drive.



Food from the Heart.

On the regional front, the Group continued to adopt a cautious but strategic approach to adding value to its investments while seeking new growth avenues. Located on the northern fringe of Perth’s Central Business District, the Group’s A-grade, seven-storey commercial property at 130 Stirling Street, Australia, recorded an increase in occupancy rate from 76% in FY 2024 to 95% in FY 2025. Comprising 11,792 sq. m. of office space and 263 sq. m. of retail space, the property is well connected to major transport links, including Perth Central and Mclver railway stations, providing convenient access to the rest of the city.

Hiap Hoe’s other commercial property in Perth, an office building at 25 Rowe Avenue, spans 10,455 sq. m. of net lettable area and is in proximity of multiple blue-chip companies in

Rivervale. The Group is confident that this investment, with a high 81% occupancy rate currently, will reinforce its recurring income stream for years to come.

HOSPITALITY

Singapore

The Group introduced the Aloft brand to Singapore in 2023 with the opening of Aloft Singapore Novena. The rebranding of its properties at 16 Ah Hood Road and 1 Jalan Rajah has brought vibrant, flexible spaces to the Balestier neighbourhood, complementing its eclectic mix of local cuisine, culture and entertainment. During the financial year, the hotel continued to stabilise post reopening, with revenue increasing 27% year-on-year.

Designed by award-winning KKS International, Aloft Singapore Novena

reflects a strong sense of personality and a passion for music. Distinctive interior highlights include an 85-inch video wall in the hotel lobby featuring electronic art by renowned artists such as Refik Anadol and Jonathan Monaghan. Spanning two towers, the property comprises 781 rooms and four suites, and offers a wide range of dining and entertainment options. These include Yuè, a modern Chinese restaurant; 21 on Rajah, a halal-certified buffet restaurant serving innovative Mediterranean and Asian cuisine; Re:fuel by Aloft, which offers 24/7 “grab-and-go” convenience; and the brand’s signature W XYZ bar, located in the lobby as the hotel’s social hub.

The hotel, which is the largest in the Aloft portfolio worldwide, also features two Re:charge gyms, one in each wing, as well as the Splash Pool on





Great Eastern Motor Lodge in Perth, Australia.



Holiday Inn Express Manchester.

an open deck. Its five state-of-the-art meeting spaces cater to a variety of meeting sizes and formats, while the outdoor event lawn provides an ideal setting for occasions such as birthday celebrations and intimate wedding receptions.

Australia

The latest addition to our international portfolio in 2024, the Great Eastern Motor Lodge, achieved an occupancy rate of more than 93% in FY 2025. Located along the Great Eastern Highway in Western Australia, the property sits on a 11,892 sq. m. freehold site and offers 198 bedrooms and 180 carparking spaces. It benefits from an array of transport connections and serves as a focal point of the

inner-city suburb of Rivervale, an area currently undergoing a comprehensive regeneration involving multiple residential, commercial and lifestyle venue developments.

The Group owns Aloft Perth Hotel in Australia, which has 224 rooms and is managed by Starwood Australia Hotels Pty Ltd, part of Marriott International. The property recorded an occupancy rate of more than 91% in 2025.

The United Kingdom

The 220-room Holiday Inn Express in Trafford City, Mercury Way, Manchester is located in the city’s high-growth region. The Metrolink line connecting Trafford City to Manchester City Centre offers good accessibility to

the hotel. Despite ongoing challenges in the United Kingdom’s economy during the year in review, the hotel managed to defend its market share and achieved stable revenues and profit during FY 2025.

LEISURE

There are currently seven SuperBowl centres situated islandwide following the closure of the HomeTeamNS-JOM clubhouse in January 2025. The outlets are at Khatib HomeTeamNS Clubhouse, SAFRA Tampines, Keat Hong Community Club, SuperBowl Mount Faber, SuperBowl Toa Payoh, SuperBowl Jurong and Siglap Community Club and continued to contribute to the Group’s leisure income in the year.



OPERATIONS REVIEW

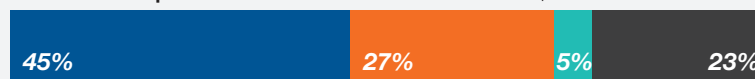
By Sector	2025 \$'000	2024 \$'000
Real Estate (including Hospitality)	208,782	201,619
Financials	124,903	81,013
Technology/Communications	24,126	19,691
Others*	103,235	95,995
Total	461,046	398,318

*Others includes investment in mutual funds, healthcare, energy etc.

“ The Group recorded a mark-to-market gain of S\$30.2 million in the year as compared to S\$24.6 million in FY 2024. We maintain a diversified investment portfolio across different asset classes and geographies, with objective to generate income and achieve capital appreciation over the long term.

By Currency	2025 \$'000	2024 \$'000
United States Dollar US\$	117,612	116,062
Euro €	137,682	124,365
Singapore Dollar S\$	87,266	80,061
Australian Dollar A\$	93,764	56,035
Others	24,722	21,795
Total	461,046	398,318

2025 Sector Exposure for Investment Portfolio - Total S\$461.0 million



2024 Sector Exposure for Investment Portfolio - Total S\$398.3 million



2025 Currency Denomination for Investment Portfolio - Total S\$461.0 million



2024 Currency Denomination for Investment Portfolio - Total S\$398.3 million



INVESTMENTS

The market value of the Group's investment portfolio stands at S\$461.0 million at the end of 2025 as compared to S\$398.3 million the year prior. The Group recorded a mark-to-market gain of S\$30.2 million in the year as compared to S\$24.6 million in FY 2024. We maintain a diversified investment portfolio across different asset classes and geographies, with objective to generate income and achieve capital appreciation over the long term. We expect the continued geopolitical uncertainty to impact our investment portfolio, which may be affected by market volatility. The Group continues to closely monitor market and macroeconomic developments and will adjust portfolio positioning accordingly.

Included within the Group's investment in A2I is the investment in Essendi (formerly known as AccorInvest

Group), which owns or leases hotels that are predominantly operated by the Accor Group. By leveraging the scale, capabilities and resources of its partners, this passive investment enables the Group to access strategic properties primarily located in Europe, while reducing the risks associated with the active management of additional overseas properties.

The Group's portfolio comprises both quoted (listed bonds and equities) and unquoted (unlisted bonds, mutual and private equity funds) investments and can be sold from time to time for liquidity management. This diversification allows the Group to manage its investment risks in a prudent way, while maintaining exposure to real estate (including hospitality) assets.

BOARD STATEMENT

Dear Stakeholders,

Sustainability is the cornerstone of Hiap Hoe Limited's ("**Hiap Hoe**" or the "**Group**") vision for growth. It defines how we respond to climate-related challenges, create shared value for stakeholders, and build resilience in a rapidly evolving world. Our commitment goes beyond compliance—we aim to lead by embedding economic, environmental, social, and governance ("**EESG**") principles into every aspect of our operations.

This year, we advanced our sustainability agenda through tangible actions. At Aloft Singapore Novena, we introduced a smart irrigation system aligned with Global Sustainable Tourism Council ("**GSTC**") standards. This initiative is expected to reduce water withdrawal by up to 40%, demonstrating how technology and sustainability can converge to deliver measurable impact. By optimising resource efficiency while maintaining lush green spaces, we reinforce our dedication to sustainable hospitality and environmental stewardship.

Our Sustainability Committee ("**SC**") oversees these efforts, ensuring that key topics from annual assessments are included in our strategic plan. The SC regularly updates the Board and Management on sustainability policies, initiatives, and performance indicators, enabling us to refine targets and stay ahead of evolving stakeholder expectations and regulatory requirements.

Hiap Hoe is a leading regional real estate group with a diversified portfolio spanning hospitality, retail, commercial, and residential assets, complemented by leisure and recreational offerings through seven bowling centres across Singapore. As we grow, our purpose remains clear: to operate responsibly, uphold human rights, and champion practices that protect the planet while enriching communities.

Looking ahead, we will accelerate progress by deepening stakeholder engagement, enhancing transparency, and investing in innovative solutions that address climate risks and resource challenges. Our ambition is to build a future-ready business that delivers financial strength while creating positive environmental and social impact. Together, we will shape a legacy of responsible growth for generations to come.

Yours faithfully,

Teo Ho Beng

Executive Chairman

Teo Keng Joo, Marc

Chief Executive Officer

ABOUT THIS REPORT

Reporting Period and Scope

The data and information presented in this Report covers the reporting period from 1 January 2025 to 31 December 2025 (“FY2025”), unless stated otherwise. The Report covers the following business segments of the Group during the Reporting Period:

Business Segment	Properties
Hospitality	Aloft Singapore Novena
	Aloft Perth
Property Rental	Zhongshan Mall
	Hiap Hoe Office Building
	130 Stirling Street (Perth)
	25 Rowe Avenue (Perth)
Leisure	SuperBowl Bowling Centres
Corporate Office Operations	-

The aforementioned operations were selected as part of the reporting scope as assets have material contribution to the Group’s revenue. In FY2025, the Group’s reporting scope remained unchanged from the previous reporting year.

The Group distinguishes between its leased office assets within Hiap Hoe Office Building and its Corporate Office, which are located within the same premises. While this distinction was applied in prior reporting periods, the Group has further enhanced the consistency of segmentation across all relevant disclosures in FY2025.

Reporting Framework

The Board has reviewed this Report, which has been prepared in accordance with the sustainability reporting requirements under Rules 711A and 711B of the Listing Manual – Mainboard Rules of Singapore Exchange Securities Trading Limited (“SGX-ST”).

To ensure transparency and global comparability, the Group has adopted leading international frameworks. This Report is prepared with reference to the Global Reporting Initiative (“GRI”) Standards 2021, a widely recognized framework that enables stakeholders to benchmark sustainability performance against industry peers. The content of the Report is guided by the four GRI reporting principles, which are highlighted in the following table:

 <p>Stakeholder Inclusiveness</p> <p>Insights gathered through stakeholder engagement and internal discussions shape the Report’s content.</p>	 <p>Sustainability Context</p> <p>The Report presents the Group’s performance across key Environmental, Economic, Social, and Governance (EESG) aspects.</p>	 <p>Materiality</p> <p>Material topics were identified through stakeholder engagement and internal assessments, weighted by their significance to stakeholders and impact on the Group’s business.</p>	 <p>Completeness</p> <p>The Report provides a comprehensive view of the Group’s impacts on material topics during the reporting period, supported by relevant data and information.</p>
--	--	---	---

Further details on specific GRI disclosures are available in the GRI Content Index at the end of this Report.

As part of its commitment to align with global sustainability standards, the Group is also progressively integrating the ISSB IFRS Sustainability Disclosure Standards (“**IFRS S1**” and “**IFRS S2**”) into its reporting approach in phases. These standards enhance the consistency and comparability of sustainability-related financial disclosures, particularly in relation to climate-related risks and opportunities.

In addition, the Group continues to align its efforts with the United Nations 2030 Agenda for Sustainable Development, adopting 10 of the 17 Sustainable Development Goals (“**SDGs**”) most relevant to its operations and material topics. This reinforces the Group’s pledge to environmental stewardship, social empowerment, and equality.

Finally, the Report incorporates recommendations from the Task Force on Climate-related Financial Disclosures (“**TCFD**”). The TCFD section outlines the Group’s approach to identifying and managing climate-related risks and opportunities within its operations.

Report Content and Quality

The Report underscores the Group’s unwavering commitment to sustainability as a cornerstone of long-term business success. By setting clear, quantitative goals and measurable targets, the Group demonstrates its determination to translate corporate values into actionable outcomes that create shared value for stakeholders. This approach not only addresses critical concerns raised by the Group’s stakeholders but also positions the Group as a leader in responsible growth within its industry. To ensure transparency and credibility, the Report is prepared in alignment with the Global Reporting Initiative (GRI) principles—accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability—reinforcing the Group’s pledge to deliver consistent, high-quality disclosures that inspire confidence and trust.

Restatements of Information

In FY2025, the Group made several restatements to improve reporting accuracy. These fall into categories such as unit changes for energy consumption, reclassification of electricity usage, and employee data. Emissions and employee data have been restated across all three years to ensure comparability. Please refer to the individual sections and footnotes for the corresponding restatements.

Assurance

The Group’s sustainability reporting policies, processes and internal controls have been subjected to internal review by the SC and the Company’s internal auditors. The Group has not sought external assurance for the information presented in this Report.

Feedback

As part of the Group’s continuous efforts to improve its sustainability initiatives, and its commitment to further imbue its business operations with sustainability policies and performance, the Group values any question, comment, or feedback on any aspect of this Report. Please write to: hiaphoe@hiaphoe.com.

OUR SUSTAINABILITY COMMITTEE

Sustainability Strategy

Recognizing that accountability and transparency are essential for driving sustainable growth, the Board has embedded a robust governance framework to oversee the Group’s sustainability agenda. Central to this framework is the Sustainability Committee (“**SC**”), which plays a pivotal role in guiding the Board on sustainability policies and strategic priorities. Beyond policy oversight, the SC ensures that climate-related risks and opportunities are integrated into decision-making, reinforcing the Group’s resilience and long-term value creation.

Sustainability Governance Structure

To embed sustainability into every facet of the Group’s operations, a multi-tier governance approach has been established. At the leadership level, the SC, chaired by the Group’s Chief Executive Officer (“**CEO**”) and supported by department heads across key functional divisions, ensures that sustainability remains a strategic priority. The SC not only monitors progress on core sustainability initiatives but also reviews workplace practices and human rights compliance to uphold ethical standards. Complementing this oversight, the Sustainability Working Team (“**SWT**”) operates as an integral part of the governance framework, driving the practical integration of sustainability objectives into strategic planning and day-to-day business activities. This structure reinforces the Group’s commitment to aligning operational excellence with long-term environmental and social responsibility.

The roles and responsibilities of the SC and SWT are specified as below:

Designation	Roles	Responsibilities
Chief Executive Officer	<ul style="list-style-type: none"> ▪ Oversees the Group’s strategic formulation and vision ▪ Approves the Group’s sustainability strategies and action plans to address its climate-related risks and impacts 	<ul style="list-style-type: none"> ▪ Provides strategic guidance and formulate Group’s sustainability strategy ▪ Identifies climate-related risks and opportunities ▪ Reviews climate-related metrics and targets ▪ Manages day-to-day operations pertaining to EESG performances of the Group ▪ Evaluates EESG risks and monitor climate-related performances in the Group’s business practices
Chief Financial Officer	<ul style="list-style-type: none"> ▪ Member of the SC to support sustainability practices ▪ Support to foster a culture of sustainability, especially across the finance and accounting functions 	<ul style="list-style-type: none"> ▪ Reviews the financial performances of climate-related risks and opportunities undertaken by the Group ▪ Coordinates reporting and disclosures ▪ Ensures legal compliances with relevant financial-related requirements ▪ Promotes recycling practices and cultivate sustainability habits across the Group
Sustainability Working Team	<ul style="list-style-type: none"> ▪ Support to foster a culture of sustainability 	<ul style="list-style-type: none"> ▪ Works closely with the SC to assess and manage climate-related risks and opportunities

In accordance with Rule 720(7) of the SGX Rulebooks - Mainboard Rules, the Company has fully complied with the requirement for directors to undergo mandatory training. All members of the Group’s Board have completed sustainability training courses prescribed by the SGX-ST.

STAKEHOLDER ENGAGEMENT

Hiap Hoe places stakeholder engagement at the heart of its sustainability strategy, viewing open and continuous dialogue as essential for building trust and driving meaningful progress. The Group seeks stakeholder input to shape priorities and guide decision-making across its sustainability initiatives. This approach ensures actions are aligned closely with stakeholder expectations while reinforcing the Group’s commitment to transparency and accountability.

Stakeholders are identified based on their influence over business objectives and the extent to which operations impact them. Both internal and external groups play a critical role, and Hiap Hoe maintains regular engagement through structured platforms to gather feedback and address emerging issues. These interactions provide valuable insights that inform development activities and strengthen alignment with stakeholder needs.

The Group has defined five key stakeholder categories—employees, customers, suppliers, shareholders, and regulators. The following table outlines these groups, their primary concerns, and the engagement channels used to maintain ongoing communication.

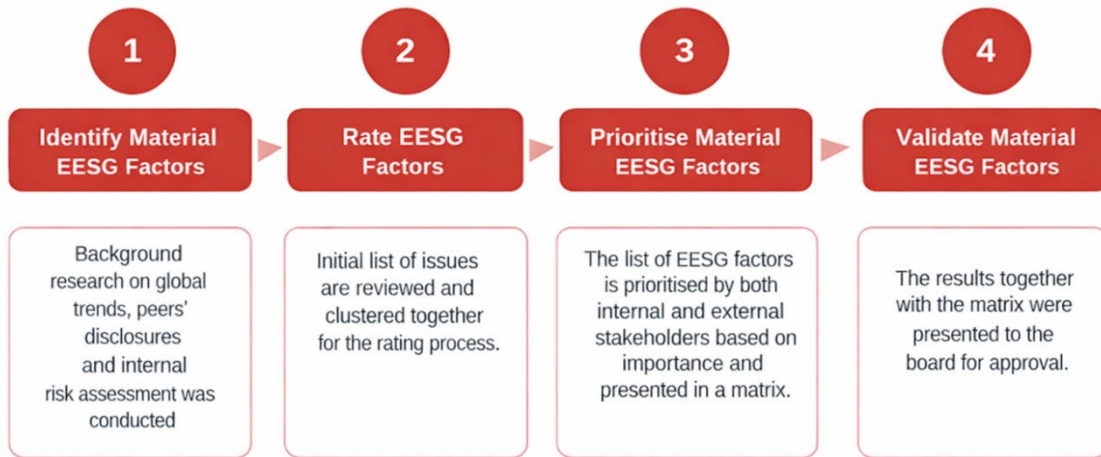
	Concerns	Engagement Platform
Employees	<ul style="list-style-type: none"> ▪ Occupational health and safety ▪ Fair labour practices and compensation ▪ Professional development ▪ Staff bonding ▪ Intranet platform for policies, news and benefits 	<ul style="list-style-type: none"> ▪ Trainings and team building ▪ Grievance/feedback channels ▪ Regular reviews and appraisals ▪ Intranet platform ▪ Email and notice board ▪ Mobile application RD Connect
Customers	<ul style="list-style-type: none"> ▪ Service quality and excellence ▪ Timely follow-up on customer feedback ▪ Food safety ▪ Information and data security 	<ul style="list-style-type: none"> ▪ Feedback channels (e.g. email, telephone, and social media) ▪ Corporate website, email and newsletters
Suppliers	<ul style="list-style-type: none"> ▪ Clear two-way communication channels ▪ Timely feedback regarding materials/services provided 	<ul style="list-style-type: none"> ▪ Quotations and request for proposal ▪ Suppliers’ meetings ▪ Safety briefing and declarations
Shareholders and Regulators	<ul style="list-style-type: none"> ▪ Business resilience and financial performance ▪ Business strategy and direction ▪ Corporate governance and compliance ▪ Transparent and timely communications of information 	<ul style="list-style-type: none"> ▪ Results announcements and news releases ▪ Corporate website and email ▪ Annual general meetings ▪ Periodic reporting ▪ Annual reports

MATERIALITY ASSESSMENT

Hiap Hoe conducts periodic evaluations and benchmarking of its business operations to remain informed on material and salient sustainability issues. This annual assessment considers the evolving business landscape, incorporating emerging global trends, stakeholder perspectives, and the latest regulatory developments to ensure relevance and compliance.

As part of this process, the Group adopts an inclusive approach that balances stakeholder needs with business objectives. Through structured feedback channels, Hiap Hoe assesses the significance of Economic, Environmental, Social, and Governance (“EESG”) topics to both stakeholders and the organization. These evaluations identify the most relevant EESG issues, referred to as “Material Topics”, which serve as a foundation for the Group’s sustainability strategy and guide its priorities for action.

The Group adopts the following four-step process to define its Material Topics:



The identified Material Topics were subsequently prioritized using a materiality matrix, with their relative positions determined by two key factors: their impact on the Group’s business and their importance to stakeholders. For FY2025, Hiap Hoe has defined 10 Material Topics, each reflecting varying degrees of significance to both the organization and its stakeholders, as outlined below.

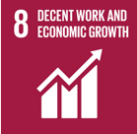


Highly Critical Material Topics	Critical Material Topics	Moderate Material Topics
Sustainable Economic Growth	Fair Employment Practices	Resource Efficiency and Waste Management
Energy and Carbon Footprint	Employee Training and Development	Business Ethics and Anti-Corruption
Water Conservation	Occupational Health and Safety	
	Customer Health and Safety	
	Customer Privacy	






Economic
 Environmental
 Social
 Governance


ALIGNMENT WITH THE UN SDGS

The Group has identified ten United Nations SDGs that align closely with its Material Topics and represent areas where it can deliver the most meaningful impact on society and the environment. Rather than adopting a broad, generic approach, the Group is committed to a focused and strategic engagement with stakeholders—ensuring that its efforts are both relevant and transformative.

The following table outlines the Group’s commitments and initiatives designed to advance these SDGs, reflecting its intention to create measurable outcomes and foster long-term value for all stakeholders.

SDG	Material Topics	HHL’s Efforts
Economic		
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p><u>Goal 8: Decent Work and Economic Growth</u> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p>	<p>Sustainable Economic Growth</p> <p>The Group integrates sustainability principles into its core business strategies to drive long-term, responsible economic growth. This approach reflects its commitment to creating value while minimising environmental and social impacts. For further details on financial performance and related disclosures, please refer to the Group’s FY2025 Financial Statements.</p>
Environmental		
 <p>6 CLEAN WATER AND SANITATION</p>	<p><u>Goal 6: Clean Water and Sanitation</u> Ensure availability and sustainable management of water and sanitation for all.</p>	<p>Water Conservation</p> <p>As part of its Environmentally Friendly Program, the Group has introduced a range of water-saving initiatives across its hotel operations to reduce consumption and promote responsible resource management. In line with global sustainability standards, Aloft Singapore Novena have further enhanced these efforts by implementing advanced irrigation systems for landscaping, meeting the requirements set by the Global Sustainable Tourism Council.</p>
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p><u>Goal 7: Affordable and Clean Energy</u> Ensure access to affordable, reliable, sustainable and modern energy for all.</p>	<p>Energy and Carbon Footprint</p> <p>The Group actively advances its sustainability agenda by integrating energy-efficient technologies across its operations, including the widespread adoption of LED lighting to significantly reduce energy consumption. At Aloft Perth, these efforts are further reinforced through the implementation of Marriott International’s Serve360 initiative, a global pledge to create positive and sustainable impacts throughout its operations. This commitment reflects the Group’s determination to lead by example, delivering measurable environmental benefits while enhancing</p>
 <p>13 CLIMATE ACTION</p>	<p><u>Goal 13: Climate Action</u> Take urgent action to combat climate change and its impacts.</p>	

SDG	Material Topics	HHL's Efforts
		stakeholder confidence in its long-term sustainability vision.
	<p><u>Goal 12: Responsible Consumption and Production</u> Ensure sustainable consumption and production patterns.</p>	<p>Resource Efficiency and Waste Management</p> <p>The Group has taken proactive steps to minimise plastic waste by replacing single-use plastic toiletries with larger, refillable amenities across its hotel operations. This initiative not only reduces environmental impact but also reinforces the Group's commitment to sustainable hospitality practices, delivering meaningful change that aligns with global efforts to eliminate unnecessary plastic consumption.</p>
Social		
	<p><u>Goal 3: Good Health and Well-being</u> Ensure Healthy lives and promote well-being for all at all ages.</p>	<p>Occupational Health and Safety</p> <p>The Group prioritizes workplace health and safety by implementing robust measures and continuously monitoring compliance to maintain a secure environment for all employees. This commitment underscores the Group's dedication to protecting its workforce and fostering a culture of safety and well-being across its operations.</p> <p>Customer Health and Safety</p> <p>The Group places strong emphasis on safeguarding the health and safety of its customers by establishing clear procedures and guidelines that are effectively communicated to both guests and tenants. This proactive approach ensures a secure and comfortable environment, reinforcing the Group's commitment to delivering exceptional service while prioritizing well-being.</p>
	<p><u>Goal 4: Quality Education</u> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</p>	<p>Employee Training and Development</p> <p>The Group invests in comprehensive training programs to equip employees with the skills and knowledge needed to stay current with evolving regulations and industry trends. This commitment not only enhances workforce capability but also reinforces the Group's dedication to operational excellence and continuous improvement.</p>
	<p><u>Goal 5: Gender Equality</u> Achieve gender equality and empower all women and girls.</p>	<p>Fair Employment Practices</p> <p>The Group upholds fair employment practices and merit-based principles, ensuring that all hiring and promotion decisions are aligned with local regulatory requirements. This approach reflects the Group's commitment to equality, transparency, and fostering a diverse and inclusive workplace built on integrity and compliance.</p>
	<p><u>Goal 10: Reduced Inequalities</u> Reduce inequality within and among countries.</p>	<p>The Group upholds fair employment practices and merit-based principles, ensuring that all hiring and promotion decisions are aligned with local regulatory requirements. This approach reflects the Group's commitment to equality, transparency, and fostering a diverse and inclusive workplace built on integrity and compliance.</p>

SDG	Material Topics	HHL's Efforts				
Governance						
	<p><u>Goal 16: Peace, Justice and Strong Institutions</u></p> <p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</p>	<table border="1"> <tr> <td data-bbox="692 224 940 716"> <p>Business Ethics and Anti-corruption</p> </td> <td data-bbox="940 224 1445 716"> <p>The Group has established a robust governance framework supported by comprehensive policies that uphold integrity, accountability, and transparency across all operations. In addition, it adopts corporate governance practices consistent with the Code of Corporate Governance 2018, ensuring adherence to the highest standards of ethical conduct and regulatory compliance. For further details, please refer to the Corporate Governance Report in Hiap Hoe's Annual Report 2025.</p> </td> </tr> <tr> <td data-bbox="692 716 940 1065"> <p>Customer Privacy</p> </td> <td data-bbox="940 716 1445 1065"> <p>The Group has established a robust governance and control framework complemented by comprehensive privacy policies to effectively manage data privacy risks. This approach demonstrates the Group's commitment to safeguarding sensitive information, ensuring regulatory compliance, and maintaining stakeholder trust in an increasingly digital environment.</p> </td> </tr> </table>	<p>Business Ethics and Anti-corruption</p>	<p>The Group has established a robust governance framework supported by comprehensive policies that uphold integrity, accountability, and transparency across all operations. In addition, it adopts corporate governance practices consistent with the Code of Corporate Governance 2018, ensuring adherence to the highest standards of ethical conduct and regulatory compliance. For further details, please refer to the Corporate Governance Report in Hiap Hoe's Annual Report 2025.</p>	<p>Customer Privacy</p>	<p>The Group has established a robust governance and control framework complemented by comprehensive privacy policies to effectively manage data privacy risks. This approach demonstrates the Group's commitment to safeguarding sensitive information, ensuring regulatory compliance, and maintaining stakeholder trust in an increasingly digital environment.</p>
<p>Business Ethics and Anti-corruption</p>	<p>The Group has established a robust governance framework supported by comprehensive policies that uphold integrity, accountability, and transparency across all operations. In addition, it adopts corporate governance practices consistent with the Code of Corporate Governance 2018, ensuring adherence to the highest standards of ethical conduct and regulatory compliance. For further details, please refer to the Corporate Governance Report in Hiap Hoe's Annual Report 2025.</p>					
<p>Customer Privacy</p>	<p>The Group has established a robust governance and control framework complemented by comprehensive privacy policies to effectively manage data privacy risks. This approach demonstrates the Group's commitment to safeguarding sensitive information, ensuring regulatory compliance, and maintaining stakeholder trust in an increasingly digital environment.</p>					

PERFORMANCE HIGHLIGHTS AND TARGETS

To effectively monitor sustainability performance and foster continuous improvement, the Group has established clear targets for each Material Topic. These targets serve as measurable benchmarks to track progress and ensure accountability. The Group’s performance against these commitments is presented in the section below, reflecting its dedication to transparency and long-term value creation.

Material Topics	Targets	Our Performance
Economic		
Sustainable Economic Growth	<p><u>Ongoing target</u> Maintain or improve the Group’s economic value generated subject to market conditions.</p>	Achieved.
Environment		
Energy and Carbon Footprint	<p><u>Short-term target (1 – 2 years)</u> To achieve 1% reduction of GHG emissions intensity from prior year.</p> <p><u>Medium-term target (by 2030)</u> To achieve 3% reduction of GHG emissions intensity by 2030 from FY2024 baseline.</p> <p><u>Long- term target (by 2050)</u> To achieve 5% reduction of GHG emissions intensity by 2050 from FY2024 baseline.</p>	Achieved. The Group met its short-term target and exceeded expectations, delivering a 2% reduction in GHG emission intensity from FY2024, surpassing the stated 1% reduction goal.
Water Conservation	<p><u>Short-term target (1 – 2 years)</u> To achieve 1% reduction of water withdrawal intensity from prior year.</p> <p><u>Medium-term target (by 2030)</u> To achieve 3% reduction of water withdrawal intensity by 2030 from FY2024 baseline.</p> <p><u>Long- term target (by 2050)</u> To achieve 5% reduction of water withdrawal intensity by 2050 from FY2024 baseline.</p>	Not achieved. The short-term target was not met in FY2025 due to higher occupancy rate at Aloft Singapore Novena and the inclusion of water withdrawal data from 130 Stirling Street (Perth) and 25 Rowe Avenue (Perth). The Group expects water withdrawal intensity to stabilise in the next reporting cycle.
Resource Efficiency and Waste Management	<p><u>Short-term target (1 – 2 years)</u> To achieve 2% reduction of waste generation intensity from prior year.</p> <p><u>Medium-term target (by 2030)</u> To achieve 4% increase in non-hazardous waste diverted to recycling from FY2024 baseline.</p> <p><u>Long- term target (by 2050)</u> To achieve 6% increase in non-hazardous waste diverted to recycling from FY2024 baseline.</p>	Not achieved. The short-term target was not met in FY2025 due to increased activity levels at Aloft Singapore Novena and Zhongshan Mall, and also the inclusion of waste data from SuperBowl Bowling Centres. Nevertheless, waste diverted from disposal rose by 35% in FY2025 compared with FY2024, reducing the Group’s overall negative impact on landfills.
Social		
Occupational Health and Safety	<p><u>Perpetual target</u></p> <ul style="list-style-type: none"> ▪ Maintain zero incident of non-compliances with regulatory standards related to the health and safety of employees. 	The target of maintaining zero incidents of non-compliance was achieved in FY2025.

Material Topics	Targets	Our Performance
	<ul style="list-style-type: none"> ▪ Maintain zero incidents related to work-related injuries and fatalities. 	<p>The second target was partially achieved due to several cases of work-related injuries. All affected employees have since fully recovered, and the Group has implemented measures to enhance workplace safety.</p>
Customer Health and Safety	<p><u>Perpetual target</u></p> <ul style="list-style-type: none"> ▪ Maintain zero incident of non-compliances with regulatory standards related to the health and safety of customers. 	<p>Achieved.</p>
Employee Training and Development	<p><u>Short-term target (1 – 2 years)</u> Increase the average training hours by 2% from prior year.</p> <p><u>Medium-term target (by 2030)</u> Increase the average training hours by 3% by 2030 from FY2024 baseline.</p> <p><u>Long- term target (by 2050)</u> Increase the average training hours by 4% by 2050 from FY2024 baseline.</p> <p><u>Perpetual target</u> Offer internal and external trainings that are essential and beneficial to the development and career progression of the Group’s employees at all levels.</p>	<p>This target was not achieved for the overall workforce. However, in FY2025 the Group recorded a 12% increase in average training hours compared with FY2024, driven primarily by improvements among female employees. In the coming year, the Group aims to enhance training provision across all employee groups to support achievement of this target.</p>
Fair Employment Practices	<p><u>Perpetual target</u></p> <ul style="list-style-type: none"> ▪ Zero reported incidents of discrimination ▪ Promote diverse and balanced genders and age groups in the workforce. ▪ Maintain on par with the industrial average monthly turnover rate. ▪ Build a strong organisational culture with values that resonate with employees and promote long-term commitment. 	<p>Achieved.</p>
Governance		
Business Ethics and Anti-corruption	<p><u>Perpetual target</u></p> <p>To achieve zero confirmed incidents of bribery or corruption.</p>	<p>Achieved.</p>
Customer Privacy	<p><u>Perpetual target</u></p> <p>To achieve zero complaints concerning breaches of customer privacy.</p>	<p>Achieved.</p>

Climate-Related Disclosures

The Group is transitioning from Task Force on Climate-related Financial Disclosures recommendations to adopting ISSB's International Financial Reporting Standards Sustainability Disclosure Standards in phases. This change aligns with global best practice and improves consistency, transparency, and comparability in climate-related financial reporting.

Governance Structure

At Hiap Hoe, the Board has overall responsibility for overseeing the Group's sustainability performance and strategy. In reviewing the Group's long-term plans, the Board takes into account sustainability considerations, including the management of climate-related risks and opportunities. The Sustainability Committee supports the Board by driving the Group's sustainability agenda. The SC oversees and provides recommendations to the Board on sustainability matters, including the review of policies, practices, performance, targets, and progress on climate-related initiatives.

The Group currently does not have individuals with key performance indicators ("KPIs") linked with sustainability outcomes.

Further details are provided in the section 'Our Sustainability Committee' above.

Group Strategy

In FY2025, Hiap Hoe undertook a review of the qualitative climate risk assessment exercise conducted on its assets in Singapore and Australia. This process involved identifying and evaluating potential risks and opportunities associated with climate change that could affect the Group's business and operations. Senior management contributed to recognising Hiap Hoe's exposure to climate impacts and assessing the significance of related risks and opportunities.

As part of this analysis, short-, medium-, and long-term targets were established for each material topic, underscoring the Group's commitment to sustainable business practices. Certain targets deemed essential to the Group's operations, such as maintaining zero incidents of non-compliance with regulatory standards relating to customer health and safety, are categorised as "Perpetual Targets", in addition to the short-, medium-, and long-term targets identified.

Hiap Hoe also carried out a scenario analysis of climate-related risks and opportunities. This analysis serves as a tool to understand how the identified risks and opportunities could influence the Group's future operations. The preliminary evaluation considers three scenarios developed by the Intergovernmental Panel on Climate Change ("IPCC") and the International Energy Agency ("IEA"). The details of each scenario are outlined in the following sections.

Scenario Analysis on Climate-Related Risk and Opportunities (CRROs)

The Group's climate scenario analysis is based on three pathways based on research by the IPCC, IEA, and Coupled Model Intercomparison Project ("CMIP") as described below.

- **Low-Emission (Paris-Aligned)**¹ – This scenario combines the IPCC SSP1–1.9 pathway with the IEA Net Zero Emissions by 2050 ("NZE 2050") scenario. It represents a 1.5 °C world with rapid decarbonisation, strong international coordination and extensive investment in renewable energy.

¹ "IPCC AR6 Assessment Report" IPCC (<https://www.ipcc.ch/assessment-report/ar6/>) and <https://www.iea.org/reports/global-energy-and-climate-model>

The IEA NZE 2050 provides energy-system and carbon-price assumptions that help the Group assess transition risks and opportunities, such as rising carbon prices and access to green-finance instruments for biomass upgrades.

- **Intermediate (Moderate Transition)²**– This scenario draws on the IPCC SSP2–2.6 pathway and the IEA STEPS / APS scenarios. It portrays moderate progress towards decarbonisation and gradual regulatory tightening, consistent with approximately 2 °C warming. It allows the Group to evaluate exposure to transitional risks such as rising energy and compliance costs under partial regional adoption of low-carbon policies.
- **High-Emission (Business-as-Usual)³** – Based on the IPCC SSP5–8.5 pathway, this scenario assumes continued reliance on fossil fuels and limited global coordination on climate action, leading to severe physical impacts. The Group uses this scenario to test the resilience of its operations against physical climate risks projected under the CMIP6 model framework, including higher ambient temperatures affecting the hospitality and real estate industry.

	Low-Emission (Paris-Aligned)	Intermediate (Moderate Transition)	High-Emission (Business-as-Usual)
IPCC Pathway	SSP1–1.9 / RCP 1.9	SSP2–2.6 / RCP 2.6	SSP5–8.5 / RCP 8.5
Brief Description	Rapid global decarbonisation consistent with limiting warming to 1.5 °C through stringent carbon pricing, renewable-energy expansion, and sustainable agriculture.	Slower and uneven progress towards decarbonisation, with moderate climate-policy advancement and fragmented market expectations.	Minimal policy intervention, continued fossil-fuel reliance, and high energy demand leading to ~4 °C warming by 2100.
Rationale for Selection	Tests resilience of the Group’s business under a Paris-aligned transition with ambitious regulation and high sustainability demand.	Represents a central, regionally realistic case reflecting gradual policy development and partial technology uptake across ASEAN markets.	Assesses exposure to severe physical risks—heat stress, flooding, and supply-chain disruption—under weak policy coordination.
Key Assumptions	<ul style="list-style-type: none"> • Strong international policy coordination. • Steep rise in carbon prices. • Biomass and low-carbon technologies widely adopted. 	<ul style="list-style-type: none"> • Gradual carbon-price increases. • Uneven regional policy adoption. • Moderate renewable-energy growth. 	<ul style="list-style-type: none"> • High global energy demand met largely by fossil fuels. • Limited emissions regulation. • Frequent extreme weather events. • Rising energy costs for cooling.
Underlying Model / Data Source	IPCC AR6 Scenario Database (SSP1–1.9); IEA Net Zero Emissions by 2050 (NZE 2050).	IPCC AR6 Scenario Database (SSP2–2.6); IEA STEPS / APS assumptions.	IPCC AR6 Scenario Database (SSP5–8.5); NOAA and CMIP6 physical-risk projections.

² “IPCC AR6 Assessment Report” IPCC (<https://www.ipcc.ch/assessment-report/ar6/>), <https://www.iea.org/reports/global-energy-and-climate-model/stated-policies-scenario-steps>, and <https://www.iea.org/reports/global-energy-and-climate-model/announced-pledges-scenario-aps#abstract>

³ “IPCC AR6 Assessment Report” IPCC (<https://www.ipcc.ch/assessment-report/ar6/>) and <https://wcrp-cmip.org/cmip-phases/cmip6/>

Climate-Related Risks and Opportunities Assessment

The use of scenario analysis allows the Group to proactively address factors that could impact its operations in the context of climate considerations. This process enhanced the Group’s understanding of climate-related risks and opportunities, providing insights into the potential effects of various scenarios on its business.

To strengthen its understanding of climate-related risks and their potential impact on the Group, a structured process was undertaken to identify, assess, and prioritise material risks relevant to its operations. The Group began by determining disclosure topics most pertinent to its industry using the Sustainability Accounting Standards Board (SASB) framework, which were then refined to reflect its business model and operating context. Within each topic, relevant climate-related risk categories were reviewed and a preliminary list of potential transition and physical risks was compiled.

To evaluate these risks, the Group conducted an internal survey with key management personnel, including the Group’s Chief Executive Officer and Chief Financial Officer, and representatives from Human Resources, Business Development, Procurement, and Operations. Each participant scored the identified risks across two dimensions — likelihood and impact — using a numerical scale from one to six. The results were plotted on a likelihood–impact matrix to determine overall materiality, with higher-scoring risks prioritised for further analysis and integration into the Group’s climate-risk management and mitigation plans.

The associated risks and opportunities and the corresponding mitigation measures are summarised as follows:

CRROs		Description
Transition Risk		
Increased Carbon Pricing of GHG Emissions	Risk Description	Higher carbon prices on electricity generation due to the growing number of carbon pricing policies will impact companies that fail to decarbonise their generating assets. The rise of retail electricity prices may directly impact real estate management in the form of larger utility bills.
	Impact of Risk	A higher carbon price will lead to increased fuel, energy, and waste disposal costs, thereby impacting overall operating costs, capital expenditure, and profitability.
	Time Horizon	Short to Medium Term (1-5 years)
	Existing or Planned Mitigation Actions	<ul style="list-style-type: none"> ▪ Installation of certified high efficiency rating appliances such as automatic controls for the lightings and air-conditioning system by detecting the occupancy rate of the guest room to minimise energy consumption. ▪ Engage with tenants to encourage reduction in energy and water withdrawal, carbon emissions and promote an efficient waste management.
Mandates on and Regulation of Existing Products and Services	Risk Description	Increasing trend towards enforcing higher building standards for environmental management and energy efficiency. Companies that are not prepared for likely policy changes over the next decade could face penalties, fine or suffer damage to their reputations.
	Impact of Risk	<ul style="list-style-type: none"> ▪ Reduced demand for buildings not green-certified, hence affecting revenue from leased assets. ▪ Failure to comply with new building regulations leads to fines, penalties, litigation issues, and affecting company’s reputation.

CRROs		Description
	Time Horizon	Medium to Long Term (5-25 years)
	Existing or Planned Mitigation Actions	<ul style="list-style-type: none"> Installation of certified high efficiency rating appliances such as automatic controls for the lightings and air-conditioning system by detecting the occupancy rate of the guest room.
Transition to Lower-Emissions Technology	Risk Description	Changes in the energy mix and the shift towards low-carbon technologies that result from the transition to a low-carbon economy. This transition is expected to accelerate to as countries move to implement their commitments under the Paris Agreement.
	Impact of Risk	<ul style="list-style-type: none"> There will be a capital expenditure involved in acquiring lower emission technology to retrofit existing buildings. Poor retrofitting of new energy-efficient technologies can also result in low usability.
	Time Horizon	Short to Medium Term (1-5 years)
	Existing or Planned Mitigation Actions	<ul style="list-style-type: none"> Screen through suppliers to engage responsible suppliers and consultants for built environment work such as retrofitting existing buildings.
Physical Risks		
Extreme Weather Events	Risk Description	Increased frequency and severity of extreme weather events, such as flooding and heatwaves, driven by climate change, may disrupt the Group's operations. These events can affect hotel operations and commercial properties, particularly in regions such as Singapore and Western Australia, where rising temperatures and extreme weather patterns are becoming more pronounced.
	Impact of Risk	<ul style="list-style-type: none"> Damage to property assets and infrastructure (e.g. flooding, water ingress) Increased operating costs due to higher cooling demand during heatwaves Disruptions to hotel operations, affecting occupancy rates and guest experience Potential health and safety risks to employees and guests (e.g. heat-related illnesses) Increased insurance premiums and maintenance cost
	Time Horizon	Short to Medium Term (1-5 years)
	Existing or Planned Mitigation Actions	<ul style="list-style-type: none"> Regular maintenance of drainage systems Installation of flood prevention infrastructure
Change in Average Temperature	Risk Description	Global temperature increase will bring about increased demand in cooling loads, particularly in urban agglomerations where heat island effects may prevail over the summer months. Lack of attention to extreme heat events may bring about overheating in buildings.
	Impact of Risk	<ul style="list-style-type: none"> High temperatures can be ameliorated by suitable adjustment to the air conditioning systems. This may lead to an increase in energy consumption and cost to cool buildings especially in highly urbanised areas, leading to greater Scope 1 and 2 emissions. Higher temperatures could also lead to bodily stress and result in increase in heat exhaustion or heat stroke, thus reducing employee's productivity.

CRROs		Description
	Time Horizon	Medium to Long Term (5-25 years)
	Existing or Planned Mitigation Actions	<ul style="list-style-type: none"> ▪ Achieve green certified buildings across the Group’s key business portfolio. ▪ Installation of certified high efficiency rating appliances such as automatic controls for the lightings and air-conditioning system by detecting the occupancy rate of the guest room.
Change in Precipitation	Risk Description	Climate change projections suggest an increase in the frequency of intense precipitation events which could cause an increased intensity and frequency of flood events.
	Impact of Risk	<ul style="list-style-type: none"> ▪ Possible flooding in developed areas with lack of effective stormwater drainage system. ▪ Increase in the frequency of intense precipitation events could cause an increased intensity and frequency of flood events. Flooding events can cause damage to infrastructure and are expensive to repair.
	Time Horizon	Medium to Long Term (5-25 years)
	Existing or Planned Mitigation Actions	<ul style="list-style-type: none"> ▪ Add structural measures such as humps and flood barriers to protect the basement levels from flooding.
Sea Level Rise	Risk Description	Sea level rise as an increase in the average sea level caused by the expansion of seawater due to warming and the melting of land-based ice, such as glaciers and ice sheets.
	Impact of Risk	<ul style="list-style-type: none"> ▪ Sea level rise would increase the risk of key infrastructure and property getting submerged. ▪ Properties prone to water damage would also be expensive to repair.
	Time Horizon	Medium to Long Term (5-25 years)
	Existing or Planned Mitigation Actions	<ul style="list-style-type: none"> ▪ Add structural measures such as humps and flood barriers to protect the basement levels from flooding. ▪ Raise the height of buildings and operational rooms located at low-lying flood-prone sites where possible. ▪ Implement adequate cooling technology to facilitate equipment functioning.
Opportunity		
Use of New Technologies	Opportunity Description	The potential to improve financial performance by adopting low-carbon and climate-resilient technologies and business practices.
	Impact of Opportunity	The use of new technologies can provide competitive advantages, such as increased energy efficiency, reduced emissions, and improved resilience to the physical impacts of climate change.
	Time Horizon	Short to Medium Term (1-5 years)
	Existing or Planned Mitigation Actions	Aloft Singapore Novena has obtained certification from the Global Sustainable Tourism Council. Whereas, Aloft Perth adheres to the Marriott APEC Sustainability scorecard ⁴ .

⁴ Certification will begin toward the end of this year, subject to completion of designated tasks outlined in the scorecard.

Strategic Resilience Assessment

The Group carried out a resilience assessment of its core business strategies to evaluate their capacity to remain viable under a range of climate scenarios. The analysis considered both transition and physical climate risks across low-, moderate-, and high-emission pathways. It highlights areas where the Group’s current strategies are resilient, as well as those requiring further adaptation or investment to safeguard long-term operational and financial sustainability.

Strategy Type	Resilience Outcome and Key Insights
Operational Strategy	Current operational strategies, such as installing refillable dispensers, recycling, and composting will be resilient under a low-emission scenario. Expansion in strategy will be needed under an intermediate-emission scenario. Current operational strategies are not resilient under the high-emission scenario; the Group would need to include initiatives such as onsite renewable energy, in order to be resilient under such scenario.
Supply-Chain and Sourcing Strategy	Current initiatives for supply-chain and sourcing include switching to eco-friendly packaging for amenities, which remains resilient under a low-emission scenario. Additional sourcing measures will be required to ensure resilience under intermediate- and high-emission scenarios. Further initiatives, such as procuring low-emission and ethically sourced products, would strengthen the Group’s resilience in these higher-emission pathways.
Energy and Technology Strategy	Energy-saving practices, LED adoption, and improved cooling efficiency strategies are effective under low- and intermediate-emission scenarios. Resilience is challenged when high temperatures increase cooling demand, potentially offsetting efficiency gains under a high-emission scenario.
Market and Product Strategy	Current strategies remain robust under a low-emission scenario, meeting customer expectations and regulatory requirements. Under an intermediate scenario, the Group will need to integrate renewable energy solutions and advance water recycling to appeal to sustainability-focused guests. Resilience is moderate in the intermediate scenario, with current measures effective but requiring scaling to maintain market relevance.
Financial and Investment Strategy	Current initiatives mitigate some expected extreme physical impacts such as heatwaves and flooding but are not sufficient under a high-emission scenario. Increased investment and capital allocation towards new initiatives — including climate-resilient building design, onsite renewable energy, and advanced cooling technologies — will be necessary.

Strategy Flexibility

Hiap Hoe’s climate strategy demonstrates flexibility across different emission pathways by combining operational efficiency measures with scalable sustainability initiatives. Under a low-emission scenario, current practices such as energy-saving programmes, water conservation, and waste reduction remain resilient and aligned with regulatory and customer expectations. In an intermediate-emission scenario, the Group can expand its strategy by integrating renewable energy solutions, advanced water recycling, and broader sustainable sourcing to maintain competitiveness. Under a high-emission scenario, where physical climate impacts intensify, the Group’s flexibility lies in its ability to allocate capital toward climate-resilient building design, on-site renewable generation, and advanced cooling technologies, ensuring long-term resilience of its business model and assets.

Transition Plans

Hiap Hoe is progressively reducing its carbon footprint through operational efficiency and structured sustainability programmes. Current initiatives include monitoring electricity consumption, adopting energy-saving practices, replacing fluorescent lighting with LEDs, and improving cooling efficiency across hotel operations. At Aloft Perth, alignment with Marriott International’s Serve360 programme

and the Marriott Environmental Sustainability Hub provides structured tools to track and manage environmental performance, ensuring consistency with international best practices. Looking ahead, the Group intends to expand its transition plan by integrating onsite renewable energy generation, advancing water recycling systems, and sourcing low-emission and ethically certified products to further align with global net-zero pathways.

Adaptation Plans

Hiap Hoe recognises the need to prepare for physical climate impacts such as heatwaves, flooding, and water scarcity. Current adaptation measures include water conservation programmes that encourage guests to reduce linen and towel changes, reusing fish tank water for irrigation, and composting organic food waste for landscaping. These initiatives reduce resource demand and strengthen resilience against climate-related disruptions. Under higher-emission scenarios, the Group's adaptation plan will require increased investment in climate-resilient building design, advanced cooling technologies, and enhanced disaster preparedness measures to safeguard long-term asset value and operational continuity.

Metrics and Targets

In addition to the Group's established metrics and targets, Hiap Hoe continues to adopt best practices to strengthen its climate-related disclosures, building on frameworks such as the IFRS S2. The Group tracks, measures, and reports its environmental performance, including energy consumption, greenhouse gas emissions, and water usage, within this Report. Further details of the metrics and targets underpinning the Group's climate-related disclosures are provided in the 'Environment' section.

FY2024 has been chosen to be the baseline for measuring its performance and targets since two other establishments, 130 Stirling Street (Perth) and 25 Rowe Avenue (Perth), have been added to the Group's reporting scope.

ECONOMIC

Sustainable Economic Growth

Impact on Hiap Hoe

Hiap Hoe recognises the intrinsic connection between sustainable practices and economic performance. The Group understands that financial outcomes directly influence the interests of employees, business partners, shareholders, and other stakeholders, making economic resilience a cornerstone of long-term success.

A strong economic growth framework allows the Group to continually innovate and seek opportunities, which will subsequently lead to increased opportunities as the Group looks to grow its operations. Conversely, a weak economic growth framework and position could result in the Group being unable to capture opportunities, ultimately leading to a loss in investor and stakeholder confidence.

Management Approach

Hiap Hoe recognises that embedding sustainability practices into its core business strategies is essential for achieving long-term economic resilience. The Group views sustainability not as an isolated initiative but as a fundamental driver of value creation, enabling it to navigate evolving market dynamics and challenging operating conditions. By integrating environmental, social, and governance considerations into decision-making, Hiap Hoe strengthens its ability to mitigate risks, seize emerging opportunities, and maintain competitiveness in a rapidly changing business landscape.

This approach ensures that sustainable growth is aligned with stakeholder expectations, enhances operational efficiency, and supports the Group's commitment to responsible business practices. Ultimately, Hiap Hoe believes that sustainability-driven strategies are key to delivering consistent financial performance while contributing positively to society and the environment.

Our Performance

In FY2025, the Group generated \$135.0 million (FY2024: \$125.4 million) in economic value, representing a 7.7% increase year-on-year, primarily driven by higher occupancy rates within the Group's hospitality segment.

For a more in depth look into the Group's financial performance and results, please refer to its FY2025 Financial Statements.

We remain vigilant in addressing rising costs influenced by inflationary pressures, and strive to enhance the quality of our assets, ensuring safety for both our employees and customers. With the overarching objective of increasing profitability, we will focus on enhancing our operational efficiencies.

ENVIRONMENTAL

Energy and Carbon Footprint

Impact on Hiap Hoe

Energy consumption and greenhouse gas (“**GHG**”) emissions are material to Hiap Hoe due to the operational requirements of its hospitality, property rental and leisure assets. These activities give rise to a series of actual and potential impacts on the economy, the environment and people. From an environmental perspective, energy use contributes directly and indirectly to the Group’s carbon footprint, particularly during periods of high occupancy in its hotels, when air-conditioning, laundry and lighting demands increase. Looking ahead, the Group may face more stringent regulatory expectations on emissions disclosure and reduction, as well as potential exposure to future carbon-pricing mechanisms in Singapore and Australia. At the same time, the adoption of more energy-efficient technologies presents an opportunity to reduce long-term emissions and support broader national climate objectives.

Economically, energy costs remain a significant component of operating expenditure, especially for hotels and commercial properties with consistently high base loads. Rising electricity tariffs and older, less efficient equipment can elevate operational and maintenance costs. In the longer term, climate-related regulations or mandatory upgrades may require additional capital investment. Conversely, improvements in energy efficiency can enhance asset value, reduce operating costs and contribute positively to occupancy and tenant satisfaction.

In terms of social impacts, higher energy consumption places additional demand on local infrastructure and contributes indirectly to community-level environmental pressures. Inefficient cooling or ventilation systems may also affect guest comfort and employee working conditions. However, upgrading systems and improving efficiency can enhance indoor comfort and create a better experience for guests, tenants and staff. Demonstrating responsible energy and emissions management also helps build stakeholder confidence and strengthens the Group’s social licence to operate.

Management Approach

Hiap Hoe manages its energy use and greenhouse gas emissions with objective of reducing environmental impact while maintaining efficient operations across its hospitality, property rental and leisure assets. The Group monitors electricity consumption on a regular basis and implements a range of energy-saving and energy-efficient practices where operationally feasible. These include activating power-saving modes on electrical appliances when not in use and progressively replacing fluorescent lighting with more energy-efficient LED alternatives. Such measures help to reduce overall electricity demand, thereby lowering associated emissions and operating costs.

At Aloft Perth, the Group follows Marriott International’s Serve360 programme, which aligns with Marriott’s 2025 Sustainability and Social Impact Goals and the United Nations Sustainable Development Goals. Through Serve360, Aloft Perth benefits from structured environmental management tools provided by Marriott, including the Marriott Environmental Sustainability Hub (“**MESH**”), which supports the tracking and management of environmental performance across the property. This approach ensures consistency with international best practices while complementing Hiap Hoe’s broader sustainability objectives.

Energy-saving measures at Aloft Perth also include the use of smart power panels in each hotel room to control air-conditioning and lighting. Both the smart power panels and sensor-based lighting in common areas are designed to switch off automatically after 30 minutes of inactivity.

At 130 Stirling Street (Perth) and 25 Rowe Avenue (Perth), both properties participate in Australia's National Australian Built Environment Rating System⁵ ("NABERS"), which evaluates building performance across energy, water and other environmental factors. 130 Stirling Street and 25 Rowe Avenue received energy ratings of 4.5 stars and 4 stars, respectively, indicating above-average performance compared to comparable developments.

Solar feasibility studies have been conducted at both 130 Stirling Street (Perth) and 25 Rowe Avenue (Perth), and the Group continues to explore opportunities to incorporate onsite renewable energy where feasible.

In recognition of the increasing adoption of electric vehicles ("EVs"), both locations have either begun incorporating, or are in the process of incorporating, EV charging infrastructure. At 130 Stirling Street (Perth), EV chargers are currently available for tenants to charge electric fleet vehicles. At 25 Rowe Avenue (Perth), an EV charger installation feasibility study is ongoing, with the Group aiming to install EV charging facilities in the first quarter of 2026.

Operational measures are also taken to improve cooling efficiency, one of the largest contributors to electricity use. Weather conditions are continually monitored so that indoor temperatures can be adjusted to appropriate levels, and air-conditioning units automatically switch off in guest rooms when door access cards are removed. Regular maintenance and servicing of air-conditioning systems help maintain optimal efficiency, while corridor cooling systems are reduced to fan mode during low-occupancy periods to conserve energy. Ongoing replacement of ageing lighting infrastructure with LED alternatives further supports incremental energy reductions.

Responsibility for implementing energy-management practices rests with property-level operational teams, supported by Group management who oversee performance trends and ensure compliance with regulatory requirements. The effectiveness of the Group's management approach is evaluated through regular monitoring of consumption data, analysis of anomalies and the review of operational measures to identify opportunities for improvement. Hiap Hoe will continue to explore cost-effective efficiency measures and technologies to reduce energy use and associated emissions over time.

Our Performance

Energy Consumption Calculations

For FY2025, Hiap Hoe collected data on diesel, natural gas and purchased electricity across its hospitality, property rental, leisure and corporate office operations using an operational-control boundary. Diesel consumption was obtained from internal fuel logs and contractor records for vehicles and equipment. Natural gas usage for heating and cooking in the hospitality segment was sourced from monthly utility bills issued by the relevant gas suppliers in megajoule ("MJ") and is translated to Gigajoules ("GJ") using the methodology stated in the next section. Purchased electricity consumption was compiled from electricity invoices and meter readings for each operational entity within the reporting scope. All data were aggregated on an annual basis to support the calculation of greenhouse gas emissions and performance indicators.

Methodology

The Group calculates diesel and petrol usage by aggregating the quantities recorded from individual transactions, measured in litres, and converting them to joules using the respective conversion factors

from the World Nuclear Association⁵, together with the density values specific to each fuel type. Electricity consumption data, provided by the utility supplier in kilowatt-hours (“kWh”), is converted to joules using a standard conversion factor of 0.0036 gigajoules per kWh.

GHG Emission Calculation

The Group has designated FY2024 as its baseline year for greenhouse gas emissions reporting. This reflects the inclusion of two additional commercial properties in Australia, which were incorporated into the reporting scope from FY2024 onwards, providing a more holistic and representative view of Hiap Hoe’s operational footprint.

Emissions for all reporting years are consolidated using the operational control approach, under which the Group accounts for emissions from operations where it has full authority to introduce and implement operating policies. The greenhouse gases included in the calculations are CO₂, CH₄ and N₂O, except for electricity consumption for entities in Singapore; please refer to the section below for further details.

All emissions intensities are calculated based on tCO₂e per S\$’000 of revenue.

Scope 1

The Group calculates its greenhouse gas emissions in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. Scope 1 emissions comprise direct emissions from fuel use, including diesel consumption in hotel activities and company vehicles. Fuel usage is collected through receipts and internal records, and converted into emissions using the emission factors set out in Singapore’s Greenhouse Gas Emissions Measurement and Reporting Guidelines⁶.

Scope 2

Scope 2 emissions represent indirect emissions from purchased electricity consumed at the Group’s hospitality, property investment and corporate office operations. Electricity consumption data are collected from utility invoices and meter readings. Emissions are calculated using the grid emission factors published on Singapore’s Energy Market Authority website⁸ and in the Australian Government’s Department of Climate Change, Energy, the Environment and Water reports⁷. Scope 2 emissions are reported using the location-based method. Please note that the grid emission factors published by Singapore’s Energy Market Authority are expressed in units of kg CO₂/kWh, while the grid emission factor from the Australian Government is expressed in kg CO₂e/kWh. The Group acknowledges this difference but does not expect it to have a significant impact on Scope 2 emissions, as CO₂ is the primary component of such emissions.

Scope 3

The Group reports Scope 3 emissions associated with tenant electricity consumption within its leased commercial and hospitality properties. Where tenant-specific metered data are available, consumption values are aggregated and converted into emissions using the respective grid emission factors, ensuring consistency with Scope 2 calculations. Where data are incomplete or unavailable,

⁵ <https://world-nuclear.org/>

⁶ [https://www.nea.gov.sg/docs/default-source/default-document-library/ghg-measurement-and-reporting-guidelines-part-ii-mp-\(ver-29-may-2023\).pdf](https://www.nea.gov.sg/docs/default-source/default-document-library/ghg-measurement-and-reporting-guidelines-part-ii-mp-(ver-29-may-2023).pdf)

⁷ <https://www.dcceew.gov.au/sites/default/files/documents/national-greenhouse-account-factors-2025.pdf>

the Group applies reasonable estimation methods based on building-level metering information or historical averages. Other Scope 3 categories are not reported due to limited data availability and their relatively lower relevance to the Group's current operations.

Intensity

For the purpose of calculating energy and emission intensity, the Group has chosen approximate revenue for the respective years as the normalising factor. The estimated revenue for FY2025, FY2024 and FY2023 was S\$135,002,022, S\$125,357,442 and S\$111,887,305, respectively.

Results

Energy Consumption Within the Organisation

The Group's fuel usage comprises natural gas consumed in its hospitality operations for heating and cooking, as well as diesel and petrol used by the Group's vehicles.

In the previous reporting cycle, the Group disclosed fuel consumption in litres and megajoules. From this reporting cycle onwards, the Group will instead disclose energy consumption in units of gigajoules to better align with the GRI reporting guidelines.

Energy Consumption (GJ)	FY2023	FY2024	FY2025
Diesel (Mobile Vehicles)			
SuperBowl Bowling Centres	169.3	173.1	147.1
Diesel (Generator)			
Hiap Hoe Office Building	0.7	0.7	0.4
130 Stirling Street (Perth)	0.7	1.1	0.7
Natural Gas			
Aloft Singapore Novena	13,564.5	20,751.8	23,932.1
Aloft Perth	4,736.7	3,043.6	2,973.9
130 Stirling Street (Perth)	Unavailable	13,105.0	18,619.0
25 Rowe Avenue (Perth)	Unavailable	23,891	22,151.0
Petrol			
Aloft Singapore Novena	42.6	40.3	30.8
Aloft Perth	0.0	0.0	3.6
Zhongshan Mall	66.6	67.5	67.1
SuperBowl Bowling Centres	270.9	268.1	237.8
Corporate Office	228.4	181.8	156.2
Total Energy Consumption (GJ)	19,080.3	61,524.1	68,319.7

In FY2025, total energy consumption increased significantly mainly due to natural gas usage at 130 Stirling Street (Perth). At 130 Stirling Street (Perth), this increase was driven by new tenants and higher energy usage resulting from more frequent occupancy, as employees returned to the office more regularly.

Electricity Consumption Within the Organisation

Purchased electricity, used primarily for heating and cooling of hotel rooms, offices, and leisure operations are detailed below by its respective location.

In the previous reporting cycle, electricity consumption was disclosed in megawatt-hours. From this year onwards, the Group will report electricity consumption in gigajoules to better align with the GRI reporting principles.

Electricity Consumption (GJ)	FY2023	FY2024	FY2025
Property			
Aloft Singapore Novena	22,140.0	25,614.0	26,205.2
Aloft Perth	8,823.6	8,736.3	9,081.8
Corporate Office	246.0	265.7	248.9
Hiap Hoe Office Building	1,475.5	1,510.0	1,417.2
Zhongshan Mall	10,820.7	11,073.2	11,858.9
SuperBowl Bowling Centres	10,459.7	10,685.0	10,014.6
130 Stirling Street (Perth)	Unavailable	2,824.4	2,176.3
25 Rowe Avenue (Perth)	Unavailable	2,788.4	3,426.8
Total Electricity Consumption (GJ)	53,965.5	63,497.0	64,429.70

Electricity Consumption Outside the Organisation

Electricity Consumption (GJ)	FY2023	FY2024	FY2025
Property			
Hiap Hoe Office Building	1,968.1	2,000.9	2,173.8
Zhongshan Mall	11,358.8	11,185.0	10,698.9
130 Stirling Street (Perth)	Unavailable	1,109.9	3,230.6
25 Rowe Avenue (Perth)	Unavailable	4,050.9	13,914.4
Total Electricity Consumption (GJ)	13,326.9	18,346.7	30,017.7

Energy Intensity

Energy Consumption (GJ)	FY2023	FY2024	FY2025
Energy Consumption Within the Organisation	73,045.9	125,021.1	132,749.4
Energy Consumption Outside the Organisation	13,326.9	18,346.7	30,017.7
Denominator (Revenue S\$'000)	111,887.0	125,357.0	135,002.0
Energy Intensity Within the Organisation	0.65	1.00	0.98
Energy Intensity Outside the Organisation	0.12	0.15	0.22

GHG Emissions

Scope 1

The Scope 1 emissions generated by its hospitality sector originate from stationary combustion of natural gas and the fuel consumption of company-owned vehicles. In FY2025, its total Scope 1 GHG emissions was 3,846.0 tCO₂e (FY2024: 3,465.7 tCO₂e), representing an 11% increase from FY2024. As previously mentioned, this increase is attributable to higher activity levels at Aloft Singapore Novena, increased tenant occupancy at 130 Stirling Street (Perth), and greater footfall at both 130 Stirling Street (Perth) and 25 Rowe Avenue (Perth) as more employees return to the office. The Group expects GHG emissions and energy consumption to stabilise in the near term.

GHG emissions from previous years have been restated to reflect the reclassification of electricity usage, primarily for Hiap Hoe Office Building, Zhongshan Mall, 130 Stirling Street (Perth), and 25 Rowe Avenue (Perth), to better align with GRI guidelines. This restatement resulted in an increase in Scope 2 emissions, as the Group has now accounted for electricity usage in common areas managed by the Group.

Scope 1 GHG Emissions (tCO ₂ e)	FY2023	FY2024	FY2025
Diesel (Mobile Vehicles)			
SuperBowl Bowling Centres	12.6	12.9	10.9
Diesel (Generator)			
Hiap Hoe Office Building	0.1	0.0 ⁸	0.0 ⁹
130 Stirling Street (Perth)	0.1	0.1	0.0 ¹⁰
Natural Gas			
Aloft Singapore Novena	761.7	1,165.4	1,344.0
Aloft Perth	266.0	170.9	167.0
130 Stirling Street (Perth)	Unavailable	735.9	1,045.6
25 Rowe Avenue (Perth)	Unavailable	1,341.7	1,243.9
Petrol			
Aloft Singapore Novena	3.1	2.8	2.1
Aloft Perth	0.0	0.0	0.3
Zhongshan Mall	4.6	4.7	4.7
SuperBowl Bowling Centres	18.8	18.6	16.5
Corporate Office	15.8	12.6	10.9
Total Scope 1 GHG Emissions (tCO₂e)	1,082.8	3,465.7	3,846.0
Scope 1 GHG Emissions Intensity	0.01	0.03	0.03

Scope 2

Scope 2 GHG Emissions (tCO ₂ e)	FY2023	FY2024	FY2025
Property			
Aloft Singapore Novena	2,533.8	2,860.2	2,926.3
Aloft Perth	1,250.0	1,237.6	1,286.6
Zhongshan Mall	1,238.3	1,236.5	1,324.2
Hiap Hoe Office Building	168.8	168.6	158.3
Corporate Office	28.2	29.7	27.8
SuperBowl Bowling Centres	1,197.1	1,193.2	1,118.3
130 Stirling Street (Perth)	Unavailable	400.1	308.3
25 Rowe Avenue (Perth)	Unavailable	395.1	485.4
Total Scope 2 GHG Emissions (tCO₂e)	6,416.2	7,521.0	7,635.2
Scope 2 GHG Emissions Intensity	0.06	0.06	0.06

Scope 3

The Group has continued to report Scope 3 greenhouse gas emissions arising from electricity consumed by tenants within its leased commercial and hospitality assets, following its initial disclosure in FY2023. As tenants are responsible for their own operational usage, data availability varies across properties. Where direct consumption information is accessible, tenant electricity use is aggregated and converted into emissions using applicable grid emission factors. In cases where data is incomplete, the Group applies reasonable estimation methods based on available metering information. Hiap Hoe will continue to refine the completeness and accuracy of its Scope 3 reporting as tenant data quality improves and as industry practices evolve.

⁸ The value of this figure is 0.05; its actual value has been taken into account in all calculations.

⁹ The value of this figure is 0.03; its actual value has been taken into account in all calculations.

¹⁰ The value of this figure is 0.05; its actual value has been taken into account in all calculations.

Scope 3 GHG Emissions (tCO ₂ e)	FY2023	FY2024	FY2025
Property			
Hiap Hoe Office Building	225.2	223.4	242.7
Zhongshan Mall	1,300.0	1,249.0	1,194.6
130 Stirling Street (Perth)	Unavailable	157.2	457.7
25 Rowe Avenue (Perth)	Unavailable	573.9	1,971.3
Total Scope 3 GHG Emissions (tCO₂e)	1,525.2	2,203.5	3,866.3
Scope 3 GHG Emissions Intensity	0.01	0.02	0.03

The significant increase in tenant electricity consumption at 25 Rowe Avenue (Perth) was primarily driven by higher occupancy levels among key tenants, notably as staff returned to the office on a more regular basis, resulting in denser occupation of office spaces. Hotel operations at the property also contributed to the increase, with consistently high occupancy rates throughout the year.

The Group will continue to enhance its disclosures on Scope 3 GHG emissions in future sustainability reports.

Overall GHG Emissions

Overall GHG Emissions (tCO ₂ e)	FY2023	FY2024	FY2025
Scope 1 GHG Emissions	1,082.8	3,465.7	3,846.0
Scope 2 GHG Emissions	6,416.2	7,521.0	7,635.2
Scope 3 GHG Emissions	1,525.2	2,203.5	3,866.3
Total GHG Emissions (tCO₂e)	9,024.2	13,190.2	15,347.5
Total GHG Emissions Intensity	0.08	0.11	0.12

The Group's total GHG emissions intensity for the year was 0.12. Moving forward, the Group aims to reduce this intensity by adopting more energy-efficient technologies and encouraging tenants at its property rental locations to implement energy-saving practices.

Reduction of GHG Emissions

Hiap Hoe does not yet have an established methodology to quantify the direct reductions in greenhouse gas emissions attributable to the energy-saving initiatives outlined in this section. While these measures are expected to contribute to lower overall consumption over time, the Group is not currently able to isolate and measure their specific impact. In the coming years, Hiap Hoe will explore and develop appropriate methodologies and data-tracking processes to better assess and report the emissions reductions achieved through its operational initiatives.

Ozone-Depleting Substances

The Group's operations did not contribute to any production, imports, or exports of ozone-depleting substances in FY2025, similar to FY2024.

Other Significant Air Emissions

The Group's operations did not contribute to any other significant air emissions, such as NO_x, SO_x, or VOC, similar to FY2024.

Water Conservation

Impact on Hiap Hoe

Water is an essential resource for Hiap Hoe’s hotel operations, where it is used for guest rooms, kitchens, laundry, cleaning, and general building services. The Group withdraws water from municipal supply systems in both Singapore and Australia, and all water used at its hotels is classified as freshwater supplied by licensed national or regional utilities. In Singapore, water is withdrawn from the Public Utilities Board (“**PUB**”)’s integrated supply system, while Aloft Perth receives water from Western Australia’s Water Corporation. As the Group does not extract water from natural bodies or private wells, all withdrawal, consumption and discharge remain within regulated public networks. Effluent discharge from hotel kitchens, laundries and public bathrooms is channelled into municipal wastewater systems and complies with the standards prescribed by local regulatory authorities.

The Group recognises that its hotel operations contribute to water demand in regions where water is considered a shared and, in some cases, increasingly stressed resource. Although Singapore is identified as having low water stress, Western Australia faces increasing pressure on water availability due to population growth and climate variability and is categorised as experiencing medium to high water stress¹¹. Excessive consumption has the potential to increase utility costs, strain local supply infrastructure and contribute to broader water stress. Conversely, improving water efficiency can enhance operational resilience and reduce operating costs, particularly during periods of heightened demand or supply constraints.

Management Approach

The Group gains insight into its water usage and potential impacts by tracking withdrawals for each property, analysing monthly utility bills, and monitoring consumption patterns over time. When unusual usage is detected, hotel engineering teams investigate to pinpoint operational leaks or inefficiencies. This ongoing process serves as the foundation for identifying water-related impacts and evaluating the success of conservation initiatives.

Additionally, conservation initiatives are implemented across the Group’s hotel operations. Through the Group’s Environmentally Friendly Programme, guests are encouraged to reduce water withdrawal by opting out of daily linen and towel changes. This initiative is supported by communication materials placed in guest rooms and by training provided to housekeeping teams, helping guests participate in water stewardship efforts during their stay. In FY2025, the hotels observed increased guest participation in these initiatives, demonstrating positive engagement with water-saving practices. The Group also works with suppliers and contractors to ensure compliance with local water-use regulations and to maintain equipment efficiency in kitchens, laundry facilities and building systems.

The Group has established water withdrawal targets but continues to assess opportunities for reduction as part of its broader resource-efficiency efforts. As water is a shared and increasingly valuable resource in both Singapore and Western Australia, the Group will continue to review its operational practices and monitor the local water context to ensure that its approach remains aligned with regulatory expectations and the needs of the communities in which it operates.

¹¹ <https://www.wri.org/aqueduct>

In FY2025, the following initiatives were taken to manage water withdrawal:

Property	Initiatives
Corporate Office, Zhongshan Mall, and Hiap Hoe Office Building	<ul style="list-style-type: none"> ▪ Reduction of water pressure using a water pressure regulator; and ▪ Use water fixtures that have WELS label, approved by Singapore’s National Water Agency
Aloft Singapore Novena	<ul style="list-style-type: none"> ▪ Water plants in the Sky Lounge using an automatic irrigation water system; ▪ Use a water pressure regulator to reduce water pressure and therefore reducing water withdrawal; ▪ Usage of sensors for taps in public areas; and ▪ Dual flushing system
Aloft Perth	<ul style="list-style-type: none"> ▪ Use of pressure restricting valves; ▪ Installation of water dispensers on each floor to replace single use water bottles; ▪ Use of low flow rate taps and showers; and ▪ Linen change programme for long staying guests
130 Stirling Street (Perth) and 25 Rowe Avenue (Perth)	<ul style="list-style-type: none"> ▪ Equipped with backflow prevention devices to prevent contamination, reduce the need for chemical treatment, and protective pipework for water fixtures; ▪ 130 Stirling Street (Perth) has achieved a 3.5-star (out of 5) NABERS water rating; ▪ 25 Rowe Avenue has achieved a 4.5-star NABERS water rating

Our Performance

Methodology

Water withdrawal data for the Group’s hotel, property rental, leisure and corporate office operations are obtained directly from monthly utility bills issued by national and regional water authorities. These bills record the total volume of potable water supplied to each property during the reporting period. The Group does not operate any private water sources; all water withdrawn is supplied through municipal water systems in Singapore and Australia. Withdrawal volumes from all reporting entities are aggregated annually to support GRI disclosures and the calculation of water-related performance indicators.

Intensity

For the purpose of calculating water withdrawal intensity, the Group has chosen approximate revenue for the respective years as the normalising factor. The estimated revenue for FY2025, FY2024 and FY2023 was S\$135,002,022, S\$125,357,442 and S\$111,887,305, respectively.

This methodology was also used in calculating energy and emission intensities.

Water Withdrawal:

For this reporting period, the Group has revised the terminology from “Water Consumption” to “Water Withdrawal” in line with GRI guidelines, and has changed the disclosure of data from cubic metres to megalitres, also in accordance with GRI guidelines. Water withdrawal data have been restated for all three reporting years to ensure comparability.

All water withdrawn for the Group’s operations is sourced from third-party municipal supply and is therefore classified as third-party water in accordance with GRI guidelines. All water withdrawn is freshwater (≤1,000 mg/L total dissolved solids (“TDS”)).

Water Withdrawal (ML)	FY2023	FY2024	FY2025
Property			
Aloft Singapore Novena	43.5	52.2	68.6
Aloft Perth	26.0	25.4	20.0
Corporate Office	Unavailable	Unavailable	Unavailable
SuperBowl Bowling Centres	7.2	8.6	8.4
Zhongshan Mall	21.1	23.1	23.9
Hiap Hoe Office Building	2.9	3.3	3.3
130 Stirling Street (Perth)	Unavailable	Unavailable	6.7
25 Rowe Avenue (Perth)	Unavailable	Unavailable	35.1
Total Water Withdrawal (ML)	100.7	112.7	166.1
Water Withdrawal Intensity	0.0009	0.0009	0.0012

Water withdrawal data for the Corporate Office is not available, as it is located within the same building as Hiap Hoe Office Building and its water consumption cannot be separately identified from the building's total usage.

Water withdrawal data for 130 Stirling Street (Perth) and 25 Rowe Avenue (Perth) is not available for prior reporting periods, as these properties are disclosing water withdrawal data for the first time in FY2025.

Water intensity increased from the previous year mainly due to higher occupancy rate at Aloft Singapore Novena and also the inclusion of water withdrawal data from 130 Stirling Street (Perth) and 25 Rowe Avenue (Perth).

Water withdrawal in Areas of High-water Stress:

As mentioned above, Western Australia is currently considered to be in high-water stress. Please see below for the Group's water withdrawal in Western Australia.

Water Withdrawal (ML)	FY2023	FY2024	FY2025
Property			
Aloft Perth	26.0	25.4	20.0
130 Stirling Street (Perth)	Unavailable	Unavailable	6.7
25 Rowe Avenue (Perth)	Unavailable	Unavailable	35.1
Total Water Withdrawal (ML)	26.0	25.4	61.8
Water Withdrawal Intensity	0.0002	0.0002	0.0005

Water Discharge and Consumption

Hiap Hoe is currently unable to measure water discharge volumes across its hotel, property rental and leisure operations, as none of the Group's properties are equipped with discharge flow metres. All wastewater generated from guest rooms, kitchens, laundries and common facilities is conveyed directly into municipal sewerage systems, where it is treated and managed by the respective local authorities. As the Group does not operate its own treatment facilities and does not receive volumetric discharge data from utility providers, it is not possible to quantify the exact volume of water discharged during the reporting period. This limitation affects the ability to calculate water consumption precisely, and the Group will explore feasible methods to improve the accuracy of discharge monitoring in future reporting years.

Resource Efficiency and Waste Management

Impact on Hiap Hoe

Waste generation is an inherent aspect of Hiap Hoe's hotel, property rental and leisure operations, arising from guest activities, food and beverage services, housekeeping, maintenance works and daily operational processes across its properties. The Group's operations produce general waste, recyclables and small quantities of food waste, all of which interact with local waste-management systems and contribute to broader environmental and community impacts. Actual negative impacts include the reliance on landfill and incineration capacity in Singapore and Australia, which increases pressure on local waste infrastructure and contributes to emissions associated with waste treatment. Waste generated from guest services and facility operations has the potential to increase operational costs if not managed effectively, particularly as disposal fees and regulatory expectations evolve.

From a broader environmental and societal perspective, increasing volumes of waste can contribute to resource depletion and higher carbon impacts associated with downstream treatment. Poor waste-handling practices could also affect hygiene standards within hotel and leisure facilities, indirectly influencing guest experience and employee working conditions. At the same time, opportunities exist for positive impacts. Improved waste segregation, recycling initiatives and more responsible procurement practices can reduce environmental burdens, enhance operational efficiency and strengthen Hiap Hoe's credibility as a responsible hospitality and real estate operator. Effective waste management can also support national sustainability objectives, including Singapore's Zero Waste Masterplan and Australia's resource recovery frameworks.

Management Approach

The Group identifies and understands these impacts through regular monitoring of waste-collection data provided by licensed waste contractors and through operational observations by property-level teams. Trends in waste generation are reviewed to identify anomalies or inefficiencies, and recycling performance is monitored where such data are available. The insights gained from this process inform ongoing discussions with contractors, housekeeping teams and food and beverage operators to identify opportunities for improvement.

Additionally, the Group has implemented a range of measures, including replacing single-use plastic toiletries with larger, refillable dispensers and adopting eco-friendly packaging for items such as vanity kits, dental kits, sewing kits, shower caps, combs and sanitary bags. Guests are informed upon arrival that these amenities are available upon request, which helps to reduce unnecessary consumption and overall waste generation.

At both Aloft Perth and Aloft Singapore Novena, the Group has also begun transitioning towards a paperless environment by emailing invoices to guests in place of printed copies. In addition, Aloft Perth participates in a soap recycling initiative operated by Soap Aid¹², a not-for-profit organisation ("NGO") that collects and redistributes soap to communities facing hygiene challenges. Aloft Perth also recycles all glass materials and cardboard boxes, and for containers eligible under Australia's Container for Change programme¹³, the monetary refunds received are donated to selected charities.

¹² <https://soapaid.org/>

¹³ <https://www.containersforchange.com.au/wa/>

At Aloft Singapore Novena, food waste reduction measures have been introduced, including the onboarding of the Treatsure¹⁴ mobile application, which offers users discounted hotel and restaurant food at the end of the day, thereby reducing food waste.

The Group continues to explore opportunities to reduce waste and strengthen its waste-management practices. In FY2025, the total weight of non-hazardous waste diverted from disposal was 119.3 metric tonnes (FY2024: 88.6 metric tonnes), representing an increase of 34.7% compared with FY2024. This improvement in recovery reflects its ongoing commitment to expanding waste-reduction initiatives, particularly in relation to food waste and the reduction of single-use amenities.

The initiatives undertaken in FY2024 continues to be central to the Group's FY2025 operations. See below the measures taken aimed at decreasing waste generation in addition to FY2025 initiatives mentioned above:

- Encouraging the use of reusable cups and bags to minimise single-use items.
- Reusing water from the fish tank to irrigate wall plants.
- Promoting the recycling of metal cans.
- Using rechargeable batteries to reduce disposable battery waste.
- Offering excess fruits from guest areas to employees to prevent food waste.
- Converting organic food waste into compost, which is then used as fertiliser for onsite landscaping.

Across all its properties, the Group maintains regular communication with its cleaning teams to ensure that waste is properly segregated into recyclable and non-recyclable streams for daily collection by third-party waste vendors. Looking ahead, the Group is committed to further integrating waste-management initiatives across all business operations and to reducing waste generation wherever practicable.

Methodology

Waste intensities are calculated by dividing the total amount of waste generated by the Group's revenue for the respective financial year.

Our Performance

Data for 130 Stirling Street (Perth) and 25 Rowe Avenue (Perth) are not available prior to FY2024, as these properties were not included in the reporting scope before that year. Data for Aloft Perth are also unavailable for periods before FY2024, as tracking measures were still being established.

For FY2025, the Group has further disaggregated its waste data to provide greater granularity in this Report. The previously combined category of "Corporate Office and Zhongshan Mall" has been separated into three distinct reporting entities: "Corporate Office", "Zhongshan Mall" and "Hiap Hoe Office Building".

Similar to water withdrawal data, waste generated by the Corporate Office cannot be separately identified from that of Hiap Hoe Office Building. Accordingly, certain waste data for the Corporate Office has been restated to reflect this approach. The Group does not generate any hazardous waste in any of its operations. The following table represents non-hazardous waste from the Group's operations.

¹⁴ <https://www.treatsure.co/works.html>

Non-hazardous Waste Generated (t):

	FY2023	FY2024	FY2025
Property			
Aloft Singapore Novena	403.9	407.8	567.0
Aloft Perth	Unavailable	99.50	101.2
Corporate Office	Unavailable	Unavailable	Unavailable
Zhongshan Mall	232.6	248.1	324.3
Hiap Hoe Office Building	62.5	63.7	70.9
SuperBowl Bowling Centres	Not Previously Disclosed	Not Previously Disclosed	40.1
130 Stirling Street (Perth)	Unavailable	52.0	43.7
25 Rowe Avenue (Perth)	Unavailable	46.3	14.8
Total Waste Generation	699.0	917.4	1,162.0
Waste Generation Intensity	0.006	0.007	0.009

Non-hazardous waste generated increased from the previous year mainly due to increased activity levels at Aloft Singapore Novena and Zhongshan Mall, and also the inclusion of waste data from SuperBowl Bowling Centres which were not previously disclosed. The Group expects waste data to stabilise in the next reporting year.

The decrease in waste generated and waste diverted at 25 Rowe Avenue (Perth) reflects a transition to improved waste management practices during the year. New initiatives were introduced to separate waste streams across all tenants and common areas, supported by more accurate measuring and reporting tools. Tenant engagement and education activities were also undertaken to promote recycling. As these measures were implemented progressively throughout FY2025, the Group expects more complete data and improved recycling outcomes from FY2026 onwards.

Non-hazardous Waste Diverted from Disposal:

		FY2023	FY2024	FY2025
Property				
Aloft Singapore Novena	Amount (t)	21.9	26.8	39.0
	Recovery Method	Recycling & Offsite	Recycling & Offsite	Recycling & Offsite
Aloft Perth	Amount (t)	Unavailable	33.5	34.2
	Recovery Method	Unavailable	Other recovery operations & Offsite	Other recovery operations & Offsite
Corporate Office	Amount (t)	Unavailable	Unavailable	Unavailable
	Recovery Method	Unavailable	Unavailable	Unavailable
Zhongshan Mall	Amount (t)	11.2	15.7	22.3
	Recovery Method	Recycling & Onsite	Recycling & Onsite	Recycling & Onsite
Hiap Hoe Office Building	Amount (t)	2.7	3.7	4.7
	Recovery Method	Recycling & Offsite	Recycling & Offsite	Recycling & Offsite
SuperBowl Bowling Centres	Amount (t)	Not Previously Disclosed	Not Previously Disclosed	0.0
	Recovery Method	Not Previously Disclosed	Not Previously Disclosed	N/A

		FY2023	FY2024	FY2025
130 Stirling Street (Perth)	Amount (t)	Unavailable	8.4	18.8
	Recovery Method	Unavailable	Recycling & Onsite	Recycling & Onsite
25 Rowe Avenue (Perth)	Amount (t)	Unavailable	0.5	0.3
	Recovery Method	Unavailable	Recycling & Onsite	N/A
Total Waste Diverted (t)		35.8	88.6	119.3

Non-hazardous Waste Directed to Disposal:

		FY2023	FY2024	FY2025
Property				
Aloft Singapore Novena	Amount (t)	382.0	381.0	528.0
	Disposal Method	Landfilling & Offsite	Landfilling & Offsite	Landfilling & Offsite
Aloft Perth	Amount (t)	Unavailable	66.00	67.0
	Disposal Method	Unavailable	Landfilling & Offsite	Landfilling & Offsite
Corporate Office	Amount (t)	Unavailable	Unavailable	Unavailable
	Disposal Method	Unavailable	Unavailable	Unavailable
Zhongshan Mall	Amount (t)	221.4	232.4	302.0
	Disposal Method	Landfilling & Offsite	Landfilling & Offsite	Landfilling & Offsite
Hiap Hoe Office Building	Amount (t)	59.9	60.0	66.2
	Disposal Method	Landfilling & Offsite	Landfilling & Offsite	Landfilling & Offsite
SuperBowl Bowling Centres	Amount (t)	Not Previously Disclosed	Not Previously Disclosed	40.1
	Disposal Method	Not Previously Disclosed	Not Previously Disclosed	Landfilling & Offsite
130 Stirling Street (Perth)	Amount (t)	Unavailable	43.6	24.9
	Disposal Method	Unavailable	Landfilling & Offsite	Landfilling & Offsite
25 Rowe Avenue (Perth)	Amount (t)	Unavailable	45.8	14.5
	Disposal Method	Unavailable	Landfilling & Offsite	Landfilling & Offsite
Total Waste Directed (t)		663.3	828.8	1,042.7

SOCIAL

Fair Employment Practices and Diversity

Impact on Hiap Hoe

Employment and diversity are central to Hiap Hoe's long-term success, particularly within its hotels, leisure and property operations, where service quality and operational continuity rely heavily on a stable, skilled and engaged workforce. The Group's employment practices have direct impacts on employees' wellbeing, career development and job security, while also influencing service standards and productivity. Actual positive impacts include providing stable employment opportunities across a range of job functions, offering competitive remuneration and fostering a safe and supportive work environment. Through fair recruitment and retention practices, the Group contributes to local economic activity and creates pathways for skills development within the hospitality sector. Conversely, challenges such as labour shortages, turnover in service roles and competition for talent may lead to increased recruitment and training costs, operational strain and potential disruptions to service delivery.

Diversity and equal opportunity also shape the employee experience and the organisational culture. A diverse workforce enhances team performance, encourages a broader range of perspectives and strengthens the Group's ability to serve guests and stakeholders effectively. Positive impacts arise from employing individuals across different ages, nationalities and backgrounds, while maintaining non-discriminatory practices in hiring, promotion and remuneration. Potential negative impacts may occur if diversity is not sufficiently managed or supported—for example, through unequal access to opportunities or insufficient integration of foreign workers—which may affect morale, inclusion and overall workforce cohesion.

Management Approach

Hiap Hoe identifies these impacts through regular reviews of workforce demographics, recruitment trends, turnover rates, training feedback and employee relations matters. The Group's Human Resources team oversees employment practices and ensures adherence to local labour regulations, fair-employment guidelines and internal policies. Evaluations of the effectiveness of current approaches are undertaken through monitoring recruitment outcomes, employee engagement, retention levels and feedback from operational heads.

Hiap Hoe supports workforce stability by implementing employee-retention strategies that promote job security and help ensure the continuity of business operations. The Group's employment practices are guided by regular reviews of policies and procedures to ensure alignment with local labour laws, regulatory requirements and fair-employment guidelines.

The Group prioritises the health, safety and wellbeing of its employees and continue to invest in talent-management programmes that offer opportunities for professional growth and development. These initiatives support skills enhancement across its hotel, leisure and property operations and help strengthen workforce capability over time. Hiap Hoe maintains a firm commitment to equal opportunity and takes a zero-tolerance approach to discrimination based on race, gender, religion or any other protected characteristic. The Group believes that every employee should have fair access to advancement, development and participation in the workplace.

The Group's Business Code of Conduct reinforces these principles by providing clear guidance on non-discrimination, diversity, equal employment opportunities and employee protection against harassment and bias. The Code outlines expected standards of behaviour and supports managers

and employees in upholding an inclusive and respectful working environment. Responsibility for implementing employment and diversity practices rests with the Human Resources team and operational leaders, who monitor workforce trends, recruitment practices and employee feedback to evaluate the effectiveness of its approach and identify areas for improvement.

Methodology

All rates in the following tables were calculated by dividing the number of new hires or turnovers by the average number of employees, based on headcount at the beginning and end of the fiscal year.

Our Performance

As at 31 December 2025, there were a total of 544¹⁵ employees (as at 31 December 2024: 553), of which 312 were full-time, 196 were part-time employees¹⁶, and 36 were non-guaranteed-hours employees.

Employee data have been restated to reflect improvements in the Human Resources system, as well as to address differences in methodology previously applied across the Group’s entities. These restatements cover both the total number of employees and the breakdown within the reporting scope. The total employees as at 31 December 2023 have been restated from 434 to 569, and the total employees as at 31 December 2024 have been restated from 450 to 553.

Employment Profile¹⁷:

Performance Indicator	As at 31 December 2023		As at 31 December 2024		As at 31 December 2025	
Total Number of Employees	569		553		544	
By Gender						
Male	310	54.5%	303	54.8%	300	55.1%
Female	259	45.5%	250	45.2%	244	44.9%
By Age Group						
Under 35 years old	280	49.2%	292	52.8%	268	49.3%
Between 36 to 55 years old	197	34.6%	184	33.3%	191	35.1%
Above 56 years old	92	16.2%	77	13.9%	85	15.6%
By Region						
Singapore	468	82.2%	441	79.7%	434	79.8%
Australia	101	17.8%	112	20.3%	110	20.2%

Employees by Employment Type:

The data below has also been restated to reflect changes in total employee numbers, as noted above, as well as the reclassification of employees by employment type.

¹⁵ The Group’s hospitality segment relies on a pool of casual workers engaged on an ad-hoc basis to support short-term operational needs. For the reporting year, the Group had restated the employee numbers on a headcount basis rather than full-time equivalent (“FTE”). Accordingly, the reported headcount may appear higher and may not be directly comparable to organisations that report employee data based on FTE.

¹⁶ A part-time employee is one who is under a contract of service to work less than 35 hours a week.

¹⁷ Each value has been restated from the previous years to reflect the use of a uniformed methodology.

Performance Indicator	As at 31 December 2024		As at 31 December 2025	
Full-time Employees by Gender				
Male	187	56.5%	175	56.1%
Female	144	43.5%	137	43.9%
Full-time Employees by Region				
Singapore	283	85.5%	267	85.6%
Australia	48	14.5%	45	14.4%
Part-time Employees by Gender				
Male	101	50.0%	105	53.6%
Female	101	50.0%	91	46.4%
Part-time Employees by Region				
Singapore	138	68.3%	147	75.0%
Australia	64	31.7%	49	25.0%
Non-guaranteed-hours Employees by Gender				
Male	14	70.0%	20	55.6%
Female	6	30.0%	16	44.4%
Non-guaranteed-hours Employees by Region				
Singapore	20	100.0%	20	55.6%
Australia	0	0.0%	16	44.4%
Total	553	100%	544	100%

Employees by Contract Type:

Performance Indicator	As at 31 December 2025	
Permanent Employees by Gender		
Male	193	54.8%
Female	159	45.2%
Permanent Employees by Region		
Singapore	287	81.5%
Australia	65	18.5%
Temporary Employees by Gender		
Male	107	55.7%
Female	85	44.3%
Temporary Employees by Region		
Singapore	147	76.6%
Australia	45	23.4%
Total	544	100%

New Employee Hires and Turnovers

The total number of new hires and employee turnovers have also been restated for FY2023 and FY2024 due to the improved reporting system mentioned above. In FY2023, new hires were restated from 147 to 152, and turnovers from 137 to 141. In FY2024, new hires were restated from 131 to 206, and turnovers from 115 to 222.

Methodology

Overall hiring and turnover rates are calculated by dividing the number of new hires or turnover during the reporting year by the average number of employees, based on the previous year and the current year. For FY2023, the year-end employee count was used as the denominator, as FY2022 employee data was not restated.

Hiring and turnover rates by category are calculated by dividing the number of employees within each category by the average number of employees in that category, based on the previous year and the current year.

Employee Hires:

Performance Indicator	FY2023		FY2024		FY2025	
Total Number of New Hires	152		206		202	
Rate of New Hire	26.7%		36.7%		36.8%	
By Gender						
Male	82	26.5%	102	33.3%	115	38.1%
Female	70	27.0%	104	40.9%	87	35.2%
By Age Group						
Under 35 years old	103	36.8%	159	55.6%	138	49.3%
Between 36 to 55 years old	38	19.3%	37	19.4%	46	24.5%
Above 56 years old	11	12.0%	10	11.8%	18	22.2%
By Region						
Singapore	113	24.1%	139	30.6%	154	35.2%
Australia	39	38.6%	67	62.9%	48	43.2%

Employee Turnover:

Performance Indicator	FY2023		FY2024		FY2025	
Total Number of Turnover	141		222		211	
Rate of Turnover	24.8%		39.6%		38.5%	
By Gender						
Male	73	23.5%	111	36.2%	113	37.5%
Female	68	26.3%	111	43.6%	98	39.7%
By Age Group						
Under 35 years old	82	29.3%	145	50.7%	156	55.7%
Between 36 to 55 years old	45	22.8%	51	26.8%	39	20.8%
Above 56 years old	14	15.2%	26	30.8%	16	19.8%
By Region						
Singapore	96	20.5%	166	36.5%	161	36.8%
Australia	45	44.6%	56	52.6%	50	45.0%

There were zero reported incidents of discrimination in FY2025 (FY2024:0; FY2023:0), and the Group strives to maintain its performance in this aspect.

Board Diversity

Hiap Hoe recognises that board diversity is essential to effective governance and supports well-rounded decision-making. A diverse Board brings a broad range of perspectives, experience and expertise, enabling more robust oversight of the Group's strategy and operations. The Board comprises individuals with varied professional backgrounds, ages and tenures, and is committed to upholding principles of fair representation and inclusion. This diversity enhances the Board's ability to understand evolving stakeholder expectations and strengthens its capacity to guide the Group's long-term sustainable growth.

More information on the Group's Board diversity is available in the Corporate Governance section of its FY2025 Annual Report.

Board Diversity:

Performance Indicator	FY2023		FY2024		FY2025	
Total Number of Members	5		6		6	
By Gender						
Male	5	100%	5	83%	5	83%
Female	0	0%	1	17%	1	17%
By Age Group						
Under 35 years old	0	0%	0	0%	0	0%
Between 36 to 55 years old	2	40%	1	17%	1	17%
Above 56 years old	3	60%	5	83%	5	83%

Employee Training and Development

Impact on Hiap Hoe

Training and education are critical to Hiap Hoe’s operational performance, particularly within its hotel and leisure operations where service quality, guest experience and workplace safety depend heavily on well-trained employees. The Group’s investment in training has several positive impacts: it enhances employees’ technical and service capabilities, supports career development, strengthens retention and promotes a culture of continuous learning. Improved skills and competencies also contribute to operational efficiency, safer work practices and higher service standards, which in turn reinforce customer satisfaction and the Group’s reputation. Conversely, inadequate training may lead to operational inconsistencies, higher error rates, reduced productivity and an increased risk of workplace incidents. It may also affect employee morale, limit professional growth opportunities and contribute to staff turnover, particularly in labour-intensive service roles.

Management Approach

Hiap Hoe recognises that continuous learning is essential to employee development and to maintaining high standards of service across the Group’s operations. The Human Resources team works closely with department heads to identify training needs through operational assessments, performance reviews and feedback from supervisors and employees. Together, they design and deliver programmes that address both regulatory requirements and business needs, covering areas such as service quality, workplace safety, technical skills and supervisory development.

To ensure employees remain equipped with the necessary skills and knowledge for their roles, the Group regularly provides training programmes and evaluates their effectiveness through employee feedback, observed performance improvements and compliance with standard operating procedures. Workforce development is further enhanced by job-rotation opportunities, which strengthen engagement, build workforce flexibility and enrich the overall employee experience.

At Aloft Singapore Novena, a variety of skills-enhancement programmes have been introduced to support staff development. The New Brand and Culture Training, implemented during the property’s transition to the Marriott brand, offers associates a comprehensive understanding of the Group’s service standards, values and brand expectations. Following the hotel’s renovation and systems upgrade in 2023, technical systems training was carried out to ensure employees are proficient in operating updated technologies and platforms. These initiatives help to strengthen operational capability and promote service consistency.

Training is further supported through the Online Learning Portal, powered by Marriott Global Source, which offers a wide selection of online courses tailored to specific job roles. The Digital Learning Zone (“DLZ”) provides centralised access to compliance modules, role-specific learning, and broader personal and professional development opportunities. Employees also benefit from the “Become” tool, which enables them to assess their current skillsets and identify competencies required to progress towards their career goals. To enhance leadership development, the Group offers two structured programmes: “Embark” for supervisory-level associates and “Envision” for managers. Departmental trainers, certified internally, oversee the delivery of training within their respective teams, while opportunities for taskforce involvement, cross-departmental exposure and participation in discipline-specific conferences further support experiential learning.

In addition to skills development, Aloft Singapore Novena provides transition-assistance programmes for senior employees. As an early adopter of the Senior Workers Grant, the hotel practices retirement at age 65 while offering re-employment opportunities up to age 70. Senior employees aged 65 and

above receive annual health screenings to ensure they remain fit for their roles. Where re-employment is not feasible, discussions regarding contract conclusion are initiated three to five months prior to contract expiry.

Responsibility for managing training and development rests with the Human Resources team and property-level management. Training effectiveness is assessed through performance reviews, feedback from participants and supervisors, and ongoing monitoring of operational performance. The Group remains committed to strengthening its learning and development framework to support employee growth, operational excellence and long-term business sustainability.

Methodology

Average Training Hours is calculated by dividing the total number of training hours and dividing it by the total number of employees.

Average Training Hours by Gender is calculated by dividing the total number of training hours by a gender and dividing it by the total number of employees with said gender.

Our Performance

The Group remains committed to fostering continuous learning, as reflected in the average training hours presented below, categorised by gender and employment level. The data covers full-time employees at Aloft Singapore Novena, Aloft Perth and the Corporate Office, where the Group maintains operational control over employees based at these locations.

The average number of training hours have also been restated for FY2023 and FY2024 due to the improved reporting system mentioned above. In FY2023, average training hours were restated from 56 to 42.8. In FY2024, training hours were restated from 18 to 14.8.

Employee Training Data- All Entities

Performance Indicator	FY2023	FY2024	FY2025
Total Training Hours	24,336	8,165	7,164
Average Training Hours	42.8	14.8	13.2
Average Training Hours – By Gender			
Male	34.6	15.0	10.6
Female	52.5	14.5	16.3
Average Training Hours – By Employee Category¹⁸			
Managerial Level¹⁹	100.1	28.1	23.1
Non-managerial Level	44.1	8.6	8.9

¹⁸ The average training hours in FY2023 are higher than expected due to the absence of a breakdown of employee counts into managerial and non-managerial categories for Aloft Perth and Corporate Office. However, the total training hours reported for FY2023 do include training hours from Aloft Perth and Corporate Office.

¹⁹ Managerial level refers to associates in the categories Executive Committee, Head of Department, Executive. Non-managerial level refers to associates in the category non-management.

Performance Review

FY2024 figures have been restated to reflect improvements in tracking methodologies. The previously reported figure of 100% of employees receiving regular performance and career reviews has been revised as follows:

Performance Indicator	FY2024		FY2025	
Employees with Regular Performance Review by Gender				
Male	225	74.3%	211	70.3%
Female	190	76.0%	186	76.2%
Employees with Regular Performance Review by Category				
Managerial	175	100.0%	163	100.0%
Non-managerial	240	63.5%	234	61.4%

Occupational Health and Safety

Impact on Hiap Hoe

Occupational health and safety (“**OHS**”) is a material topic for Hiap Hoe due to the operational characteristics of its hotels, leisure and property businesses. Employees across these operations may be exposed to physical, ergonomic and environmental risks arising from activities such as housekeeping, food preparation, equipment handling, maintenance and guest-facing tasks. These risks create the potential for work-related injuries, illnesses, lost productivity and disruptions to service delivery. Workplace incidents can also cause psychological stress for affected employees and may impact guests, contractors or visitors who interact with its premises. Failure to manage OHS impacts adequately could lead to regulatory non-compliance, reputational damage and increased operational or medical costs.

At the same time, strong OHS performance produces meaningful positive impacts. A safe and healthy workplace supports employee wellbeing, reduces absenteeism, improves morale and enhances service quality—factors that are critical for a hospitality-driven business. When employees feel safe and supported, the Group benefits from greater operational stability, higher productivity and improved guest satisfaction. Proactive safety practices also reduce the likelihood of accidents, enabling smoother operations and reinforcing stakeholder trust. These impacts make occupational health and safety an essential contributor to the Group’s long-term resilience and sustainable growth.

Management Approach

Hiap Hoe places strong emphasis on safeguarding the occupational health and safety of its employees, adopting a proactive approach that focuses on continuous improvement, risk mitigation and regulatory compliance. The Group has established an Occupational Health and Safety management system that oversees incident reporting, monitors workplace risks and supports the creation of a safe and healthy working environment across its hospitality operations.

Work, Health and Safety (“**WHS**”) training forms an integral part of employee development. All new hires participate in an OHS Welcome Session as part of their induction, which covers evacuation procedures, basic first aid, emergency response protocols, incident reporting and fire safety, including the proper use of extinguishers. Training effectiveness is reviewed through quizzes, audits, refresher sessions and ongoing dialogue with employees. The OHS Committee plays a key role in identifying areas for improvement and providing targeted training to strengthen safety awareness across departments.

The Group’s health and safety policies are aligned with industry best practices and are designed to minimise the risk of accidents and protect employee wellbeing. Regular workplace inspections and risk assessments are conducted to identify potential hazards, with mitigation measures implemented where necessary. Within the Group’s hospitality operations, all employees are covered under an OHS system that undergoes both internal and external audits to ensure compliance with operational standards and legal requirements. Employees are encouraged to report unsafe conditions and may remove themselves from hazardous situations without fear of reprisal. All reported incidents are promptly investigated and addressed to prevent recurrence.

Hiap Hoe evaluates the effectiveness of its OHS approach through the monitoring of incident trends, audit outcomes, feedback from operational teams and the implementation of corrective and preventive actions. These efforts reflect the Group’s ongoing commitment to maintaining a secure, responsible and well-informed workplace for all employees.

Our Performance

During the Reporting Period, the Group maintained zero (FY2024: zero; FY2023: zero) incidents of non-compliances with regulatory standards related to the health and safety of employees.

Methodology

The rates presented in the following tables are calculated by dividing each performance indicator by total hours worked and standardising the result to 200,000 hours worked, in accordance with commonly applied occupational health and safety reporting practices.

Work-Related Injuries

In FY2025, the Group recorded a number of work-related injuries across its operations, primarily involving slips, falls, minor cuts, and musculoskeletal strains. At Aloft Singapore Novena, incidents included finger injuries, slips and falls, ankle sprains, and injuries arising from the use of equipment such as ladders and sewing machines. At Aloft Perth, recorded injuries comprised a fall, a shoulder strain, and a cut. At the Corporate Office, two minor incidents involving a back sprain and a finger injury were reported, both of which required medical attention and have since fully resolved.

The majority of incidents were attributed to unsafe acts and non-adherence to established safe work procedures. In response, the Group has reinforced safety briefings across relevant operational units, emphasising adherence to safety protocols and the proper use of equipment. Supervisors have also been tasked with strengthening oversight to ensure compliance with workplace safety requirements.

Employees

Performance Indicator	FY2025
No. Fatalities as a Result of Work-related Injury	0
No. High-consequence Work-related Injuries	0
No. of Recordable Work-related Injuries Excluding High-consequence Work-related Injuries	13
No. Hours Worked	751,254
Rate of Recordable Work-related Injuries Excluding High-consequence Work-related Injuries	3.46

No rates were calculated for performance indicators that have zero cases.

Rates disclosed in FY2023 and FY2024 have been omitted due to differences in the reported hours worked. In FY2025, the total number of hours worked includes employees across Aloft Singapore Novena, Aloft Perth, Zhongshan Mall, Hiap Hoe Office Building, SuperBowl Bowling Centres, and the Corporate Office. As there are no employees based at 130 Stirling Street (Perth) and 25 Rowe Avenue (Perth), no working hours are attributed to these properties.

Workers Who Are Not Employees

Workers who are not employees are defined as individuals whose work and/or workplace is controlled by the organisation but who are not directly employed by it. In previous reporting periods, the Group disclosed data for such workers; however, this has been removed in the current year following the reclassification of these workers under the new Human Resources system introduced in FY2025. The Group will report data on workers who are not employees should such information become available in future reporting cycles.

Work-Related Ill Health

No rates were calculated for performance indicators that have zero cases.

All Employees

Performance Indicator	FY2023	FY2024	FY2025
No. Fatalities as a Result of Work-related Ill Health	0	0	0
No. of Recordable Work-related Ill Health	0	0	0

The Group is not able to disclose the main type of work-related ill health as the number of recorded cases is zero for FY2025.

Customer Health and Safety

Impact on Hiap Hoe

Ensuring the health and safety of guests, visitors and tenants is a central concern for Hiap Hoe, as its hospitality, leisure and property operations bring us into daily contact with a wide range of customers. The quality of its facilities, the condition of its buildings and the hygiene of its service environments all influence customer wellbeing. When these elements are well managed, they contribute to positive guest experiences, strengthen trust in the Group's properties and reinforce the Group's reputation for delivering safe and reliable services.

The consequences of inadequate controls, however, can be significant. Issues such as unsafe facilities, poor food-handling practices, malfunctioning equipment or insufficient hygiene measures may increase the likelihood of accidents, contamination or other incidents that compromise customer welfare. Such occurrences can also expose the Group to regulatory, legal and reputational risks. These potential impacts highlight the importance of strong oversight across the Group's operations, from room cleanliness and maintenance to kitchen safety and fire-protection systems.

Management Approach

Hiap Hoe is dedicated to ensuring the health and safety of its guests, visitors and tenants through a comprehensive set of policies, procedures and operational controls. Daily operations are governed by safety protocols designed to identify hazards, analyse their causes and implement effective preventive measures, with these practices clearly communicated throughout the organisation.

The Group monitors and evaluates its health and safety initiatives via regular inspections, audits, incident reporting systems and customer feedback channels. These mechanisms enable proactive risk detection and prompt corrective actions, supporting continuous improvement. Key documents, such as the Emergency Business Continuity Plan and formal protocols for managing feedback and incident reports, provide a consistent framework for timely responses to safety issues.

Fire safety is a central component of the Group's approach. At the Hiap Hoe Office Building and Zhongshan Mall, biannual fire drills familiarise employees and tenants with evacuation procedures and test emergency plans. In its hospitality operations, such as Aloft Perth, team members undergo quarterly fire safety training and biannual drills, and are certified in First Aid with annual refresher courses. Monthly fire safety inspections across hospitality properties verify compliance with protocols and regulatory requirements.

Through inspections, audit outcomes, incident reviews and stakeholder feedback, Hiap Hoe continually implements corrective and preventive measures to strengthen its controls, reflecting its commitment to maintaining safe, well-managed environments for all who interact with its properties.

Our Performance

During the Reporting Period, the Group maintained zero (FY2024: zero; FY2023: zero) incidents of non-compliances with regulatory standards related to the health and safety of customers.

GOVERNANCE

Business Ethics and Anti-Corruption

Impact on Hiap Hoe

At Hiap Hoe, strong governance and ethical practices are not just for compliance, instead they form the foundation of trust and resilience that allows the Group to build meaningful business relations. When governance is effective, the Group earns confidence from stakeholders, attracts long-term investors, and strengthens its reputation in the marketplace. It creates stability, reduces risk, and positions the business for sustainable growth in an environment where transparency is increasingly demanded.

On the other hand, weak governance can have far-reaching consequences. It exposes the Group to reputational harm, legal challenges, and financial setbacks, while eroding stakeholder confidence.

Management Approach

To reinforce the importance of sound governance, the Group has implemented policies designed to promote integrity, accountability and transparency in its operations and interactions with business partners. These measures ensure the highest standards of corporate governance are maintained and that all activities comply with applicable laws and regulations.

The Board of Directors has fostered a culture at Hiap Hoe that emphasises accountability and ethical conduct. The Group enforces strict policies against corruption and legal violations, as outlined in its Code of Conduct, Business Ethics, and Anti-Corruption policies, which apply to all employees. These policies are communicated to new hires and made readily available on the company intranet, ensuring all employees are informed and compliant.

To address potential conflicts of interest, employees are required to submit an annual declaration, promoting awareness and adherence to the Group’s conflict-of-interest policies. This process helps identify and disclose actual or potential conflicts. Any violations of the anti-corruption policies will result in disciplinary actions.

The Group also provides a secure and anonymous whistleblowing channel, enabling employees, stakeholders, or the public to report concerns or suspected misconduct without fear of retaliation. This ensures all reports are properly investigated and resolved.

Both Aloft Singapore Novena and Aloft Perth, managed by Marriott International, adhere to the Group’s business principles. These principles are communicated to all employees and made accessible via the Group’s intranet, reinforcing a consistent standard of ethical practice across the hospitality businesses.



Our Performance

During the Reporting Period, the Group has achieved zero (FY2024: zero; FY2023: zero) confirmed incidents of bribery or corruption.

Customer Privacy

Impact on Hiap Hoe

Hiap Hoe acknowledges that, with the rapid growth of data exchange and technological advancements, safeguarding customer privacy has become a critical priority. As its businesses manage personal data on a daily basis, maintaining robust security measures to protect customer information is essential for operational integrity and stakeholder confidence.

A strong, customer privacy framework ensures that the Group not only remains compliant but also safeguards its reputation by ensuring that its customer's data is protected. On the other hand, a weak customer privacy framework could result in data leaks, ultimately damaging the Group's reputation as safe and reliable.

Management Approach

Hiap Hoe places strong emphasis on safeguarding customer privacy as part of its commitment to responsible business practices. To manage data privacy risks effectively, the Group has established a comprehensive governance and control framework supported by policies aligned with the Personal Data Protection Act ("**PDPA**"). These policies define clear principles for the collection, management, and use of personal data, ensuring compliance with regulatory requirements.

Employee awareness is a key component of this framework. All new hires receive mandatory privacy briefings during onboarding, while the Information Technology ("**IT**") department conducts biannual refresher sessions for existing employees to reinforce understanding and adherence to these policies.

To strengthen data security, Hiap Hoe has implemented multiple technical measures. These include the deployment of industry-recognised security software, secure cloud-based data storage with integrated security controls, and protocols to prevent unauthorised data processing. A firewall protects the internal network from external threats, while the IT department continuously monitors systems and updates security measures to maintain robust protection.

Our Performance

During the Reporting Period, the Group has achieved zero (FY2024: zero; FY2023: zero) complaints concerning breaches of customer privacy.

GRI CONTENT INDEX

Statement of Use	Hiap Hoe Limited has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards
GRI 1 Used	GRI 1: Foundation 2021

GRI Standard	Disclosure Number & Title	Section Reference
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organisational details	Annual Report: About Hiap Hoe and Our Business
	2-2 Entities included in the organisation's sustainability reporting	Sustainability Report: About this report
	2-3 Reporting period, frequency and contact point	Sustainability Report: About this report
	2-4 Restatements of information	Sustainability Report: About this report
	2-5 External assurance	Hiap Hoe has not sought external assurance for this reporting period, and may consider it in the future
	2-6 Activities, value chain and other business relationships	Annual Report: Our Business
	2-7 Employees	Sustainability Report: Social Performance
	2-8 Workers who are not employees	Sustainability Report: Social Performance
	2-9 Governance structure and composition	Annual Report: Board of Directors Sustainability Report: Our Sustainability Committee
	2-10 Nomination and selection of the highest governance body	Annual Report: Board Membership
	2-11 Chair of the highest governance body	Annual Report: Board of Directors
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Report: Our Sustainability Committee
	2-13 Delegation of responsibility for managing impacts	Sustainability Report: Our Sustainability Committee
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Report: Our Sustainability Committee
	2-15 Conflicts of interest	Sustainability Report: Governance
	2-16 Communication of critical concerns	Annual Report: Whistle-Blowing Policy
	2-17 Collective knowledge of the highest governance body	Annual Report: Board Performance
	2-18 Evaluation of the performance of the highest governance body	Annual Report: Board Performance
	2-19 Remuneration policies	Annual Report: Remuneration Matters

GRI Standard	Disclosure Number & Title	Section Reference
	2-20 Process to determine remuneration	Annual Report: Remuneration Matters
	2-21 Annual total compensation ratio	To avoid poaching of staff and in the interest of privacy and confidentiality HHL is not at liberty to disclose this information. However, HHL has disclose the remunerations of Directors in bands within the Annual Report to provide more information
	2-22 Statement on sustainable development strategy	Sustainability Report: Board Statement
	2-23 Policy commitments	Throughout the Annual Report and Sustainability Report
	2-24 Embedding policy commitments	Throughout the Annual Report and Sustainability Report
	2-25 Processes to remediate negative impacts	Our Response to EESG Risks & Opportunities
	2-26 Mechanisms for seeking advice and raising concerns	Annual Report: Corporate Governance
	2-27 Compliance with laws and regulations	Sustainability Report: Customer Health and Safety, Good Governance
	2-28 Membership associations	No membership associations
	2-29 Approach to stakeholder engagement	Sustainability Report: Stakeholder Engagement
	2-30 Collective bargaining agreements	There are no collective bargaining agreements in place
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Report: Materiality Assessment
	3-2 List of material topics	
Topic-specific Disclosure		
Sustainable Economic Growth		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Sustainability Report: Economic
Energy and Carbon Footprint		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Sustainability Report: Energy and Carbon Footprint
	302-3 Energy intensity	
	302-5 Reductions in energy requirements of products and services	
	305-1 Direct (Scope 1) GHG emissions	

GRI Standard	Disclosure Number & Title	Section Reference
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	Sustainability Report: Energy and Carbon Footprint
	305-3 Other indirect (Scope 3) GHG emissions	
	305-4 GHG emissions intensity	
	305-6 Emissions of ozone-depleting substances (ODS)	
	305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	
Water and Effluents		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 303: Water and Effluents 2018	303-3 Water Withdrawal	Sustainability Report: Water Conservation
Resource Efficiency and Waste Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 306: Waste 2020	306-3 Waste generated	Sustainability Report: Resource Efficiency and Waste Management
	306-4 Waste diverted from disposal	
	306-5 Waste directed to disposal	
Fair Employment Practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Sustainability Report: Social Performance
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Sustainability Report: Occupational Health and Safety
	403-2 Hazard identification, risk assessment, and incident investigation	
	403-3 Occupational health services	
	403-5 Worker training on occupational health and safety	
	403-6 Promotion of worker health	
	403-8 Workers covered by an occupational health and safety management system	
	403-9 Work-related injuries	
	403-10 Work-related ill health	
Employee Training and Development		

GRI Standard	Disclosure Number & Title	Section Reference
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Sustainability Report: Employee Training and Development
	401-2 Programs for upgrading employee skills and transition assistance programs	
	404-3 Percentage of employees receiving regular performance and career development reviews	
Customer Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 416 Customer Health and Safety	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Sustainability Report: Customer Health and Safety
Business Ethics and Anti-Corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 205: Anti-Corruption 2016	205-3 Confirmed incidents of corruption and actions taken	Sustainability Report: Business Ethics and Anti-Corruption
Customer Privacy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report: Materiality Assessment
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability Report: Customer Privacy

IFRS S2 DISCLOSURES

IFRS S2 Para.	Requirements	Section Reference
Governance		
5	Governance processes for managing climate risks & opportunities	Sustainability Report: Climate-related Disclosures, Sustainability Governance
6 (a–c)	Board oversight, frequency of updates, and integration with strategy	
7 (a–c)	Management roles, responsibilities, and reporting lines	
Strategy		
9	Identify and describe climate-related risks and opportunities	Sustainability Report: Climate-related Disclosures
11 (a–c)	Describe how climate-related risks and opportunities influence business model and strategy	
12 (a–c)	Disclose resilience of strategy to different climate scenarios	
13	Explain how climate considerations are integrated into overall business planning and decision-making	
14 (a–b)	Describe how transition and adaptation plans support strategy and targets	
Risk Management		
15 (a–b)	Process for identifying and assessing climate-related risks	Sustainability Report: Climate-related Disclosures
16 (a–b)	Process for prioritising and managing identified risks	
17	How climate-related processes are integrated into overall risk-management framework	
18	Connection or consistency with existing internal-control and governance systems	
Metrics and Targets		
19-21	Metrics used to assess climate-related risks and opportunities	Sustainability Report: Climate-related Disclosures
23 (a–c)	Quantified GHG emissions (Scope 1, 2, 3) and calculation methodology	Sustainability Report: Climate-related Disclosures, Energy and Carbon
25 – 26	Climate-related targets (unit, base year, period, progress tracking)	Sustainability Report: Climate-related Disclosures, Performance Highlights
27 – 28	How targets are derived, monitored, and aligned with strategy	Sustainability Report: Climate-related Disclosures and the respective sections of each target

Corporate Governance	68
Directors' Statement	88
Independent Auditor's Report	92
Consolidated Income Statement	97
Consolidated Statement of Comprehensive Income	98
Balance Sheets	99
Consolidated Statement of Changes in Equity	101
Consolidated Statement of Cash Flows	103
Notes to the Financial Statements	106
Statistics of Shareholdings	179
Notice of Annual General Meeting	180
Additional Information on Directors Seeking Re-Election	184
Proxy Form	

CORPORATE GOVERNANCE

The Board of Directors (the “**Board**” or the “**Directors**”) of Hiap Hoe Limited (the “**Company**” and together with its subsidiaries, the “**Group**”) is committed to upholding effective corporate procedures and policies in compliance with the Code of Corporate Governance 2018 (the “**Code**”). The Board believes that good corporate governance establishes and maintains an ethical corporate environment, which protects and enhances the interests of all shareholders.

This report describes the Company’s corporate governance processes and activities that were in place throughout the financial year ended 31 December 2025 (“**FY 2025**”), with specific references made to the principles and guidelines as set out in the Code. The Company has provided the rationale for each area where it has not complied with the Code, and in such cases the Company would re-assess its deviation from the relevant guidelines and implement the recommended procedures as and when it deems it appropriate to do so.

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 totals six (6) Board members and currently comprises three (3) Executive Directors (one of whom is the Executive Chairman of the Company, and another who is the Chief Executive Officer (“**CEO**”)), and three (3) Non-Executive Independent Directors. Collectively, they possess the right core competencies and diversity of experience and gender, which enables them to contribute to the overall effective management of the Group.

The Directors are fiduciaries who act objectively in the best interests of the Company and hold the Company’s management team (the “**Management**”) accountable for performance. The Board has in place a code of conduct and ethics, sets appropriate tone from the top and desired organisational culture and ensures proper accountability within the Company. Any Director who faces conflicts of interest is required to recuse himself from discussions and decisions involving the issues of conflict.

The role of the Board pursuant to its terms of reference includes the following:

- (a) meeting regularly to review and approve matters such as those relating to the Company’s strategic directions, appointment of Directors and key management personnel, business results, and major funding and investment proposals;
- (b) reviewing the financial performance of the Group;
- (c) supervising the management of the business and affairs of the Group;
- (d) reviewing the adequacy of the Group’s internal controls and risk management framework;
- (e) setting the Group’s values and standards (including ethical standards), and ensuring that obligations to shareholders and other stakeholders are understood and met;
- (f) developing and reviewing the corporate governance principles and policies of the Group;
- (g) considering and reviewing sustainability and corporate social responsibility factors and policies of the Group; and
- (h) ensuring that all decisions are made in the interests of the Group.

The Board has separate and independent access to the Management and is free to request for further clarification and information from the Management on all matters within their purview. The Board will conduct at least two (2) meetings in a year and ad hoc meetings will be convened, when required. The Company’s Constitution provides for the Board to convene meetings via telephone conferences and electronic means. In addition to holding meetings, important matters concerning the Group are also put to the Board for its decision by way of written resolutions.

In order to provide an independent oversight and to discharge its responsibilities more efficiently, the Board has delegated certain functions to various committees (the “**Committees**”). These Committees are the Audit and Risk Committee (“**ARC**”), the Remuneration Committee (“**RC**”), and the Nominating Committee (“**NC**”). The respective committees have written terms of reference setting out their compositions, authorities and duties. The chairman of the respective Committees will report and update the Board on the outcome of the Committee meetings and their recommendations on the specific agendas mandated to the Committee by the Board.

CORPORATE GOVERNANCE

The Board accepts that, while these Committees have the authority to examine particular issues and will report back to the Board with their decision and/or recommendations, the ultimate responsibility on all matters lies with the Board. In particular, the Board notes that it has overall responsibility for putting in place a framework of good corporate governance in the Group, including the processes for financial reporting and compliance.

Board members are provided with complete, adequate and timely information from the Management on an ongoing basis and as and when requested by them and all relevant information on material events and transactions are circulated to the Directors as and when they arise. Draft announcements, along with sufficient information relating to the context of the relevant announcement as communicated by email or tele-conversations, will be circulated to the Board for review and approval before dissemination to the shareholders via SGXNet.

The Company's joint company secretaries (the "Joint Company Secretaries") would assist the Management to prepare the board papers of the Board and Committee meetings for circulation. The Directors receive the board papers at least two (2) days before the meeting so that they have ample time to review the documents. The board papers include, among others, the following documents and details:

- background or explanation on matters brought before the Board and Committees for their decision or information, including issues being dealt with by Management, relevant forecasts, announcements and projections; and
- minutes of the previous Board and Committee meeting.

All Board members have separate and independent access to the advice and services of the Joint Company Secretaries. The Joint Company Secretaries are responsible for ensuring that Board procedures (including those stipulated in the Company's Constitution) are followed and that applicable rules and regulations (including the requirements of the Companies Act 1967 and the SGX-ST Listing Manual) are complied with. At least one Joint Company Secretary and/or her representatives are present at all Board meetings, to ensure that Board procedures are complied with and to provide advice and guidance on matters of corporate governance as well as on legal and regulatory compliance. The appointment and cessation of the Joint Company Secretaries is subject to the approval of the Board.

Should Directors, whether as a group or individually, need independent advice to fulfil their duties, they may obtain independent professional advice, if necessary, at the Company's expense.

Records of the attendance of the Directors at the various meetings held during FY 2025 are as follows:

Name of Director	Board	Audit and Risk Committee	Remuneration Committee	Nominating Committee
Number of meetings held:	2	2	1	1
Number of meetings attended:				
Mr Teo Ho Beng	2	2*	1*	1*
Mr Teo Keng Joo, Marc	2	2*	1*	1*
Mr Tan Kim Seng	2	2*	1*	1*
Mr Chan Kum Onn Roger	2	2	1	1
Ms Kwok Chui Lian	2	2	1	1
Mr Ong Seet Joon Amos	2	2	1	1

*Attendance by invitation.

CORPORATE GOVERNANCE

The Board has adopted internal guidelines setting out, *inter alia*, the following matters which require the Board's approval:

- (a) transactions involving a conflict of interest for any substantial shareholder or Director;
- (b) material acquisitions and disposals of assets;
- (c) corporate or financial restructuring and share issuances, dividends and other returns to shareholders; and
- (d) matters as specified under the Company's interested person transaction policy.

The Company also ensures that all Directors understand the Company's business as well as their directorship duties. Newly-appointed Directors are provided with background information about the Group and are invited to visit the Group's operations and facilities to have an understanding of the Group's business operations. Formal letters were issued to newly-appointed Directors upon their appointment explaining their statutory and other duties and responsibilities as a Director of the Company. In line with Rule 210(5)(a) of the SGX-ST Listing Manual, the Company will arrange for newly-appointed directors who have no prior experience as directors of an issuer listed on the SGX to undergo the mandatory SGX prescribed training on their roles and responsibilities unless the NC otherwise at its discretion waives the need for the newly-appointed Director to attend the mandatory SGX prescribed training.

Directors are encouraged to participate in seminars, discussion groups, or external training programmes to be kept abreast of the latest developments relevant to the Group's businesses and to develop and maintain their skills and knowledge at the Company's expense. The Board also receives updates from time to time, particularly on relevant new laws and regulations, changing commercial risks, and business conditions from the Company's relevant advisors and the Management.

As at the date of this Annual Report, the Directors have attended the mandatory sustainability training courses prescribed by the SGX-ST. The Directors have also attended briefings by the external auditor on the changes and amendments to the accounting standards for FY 2025. Some of the programmes and seminars the Directors have attended include Key Red Flags in a Financial Statement conducted by Institute of Singapore Chartered Accountants, AI-Driven Tactics to Enhance Conversion & Strengthen Business Growth by Chartered Secretaries Institute of Singapore, a joint conference on Virtual Technical Training Workshop for Corporate Preparers by the Monetary Authority of Singapore and ASEAN Capital Markets Forum and Cyber Security Simulation Training for Directors conducted by Singapore Institute of Directors.

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 currently comprises three (3) Executive Directors and three (3) Non-Executive Independent Directors. As at the date of this Annual Report, the Non-Executive Independent Directors make up half of the Board. The Company is of the view that it maintains a satisfactory independent element on the Board as half of the Board comprises Independent Directors and the Company believes that the Board is able to exercise independent judgement on corporate affairs. In line with Provision 3.3 of the Code, since the Chairman is not independent, the Board has appointed Mr Chan Kum Onn Roger as the Lead Independent Director. Accordingly, there is a strong independent element in the Board and the Company is in compliance with Provision 3.3 of the Code. The members of the Board are as follows:

Executive Directors

Mr Teo Ho Beng (Executive Chairman)
 Mr Teo Keng Joo, Marc (CEO)
 Mr Tan Kim Seng

Non-Executive Independent Directors

Mr Chan Kum Onn Roger (Lead Independent Director)
 Ms Kwok Chui Lian
 Mr Ong Seet Joon Amos

CORPORATE GOVERNANCE

As at the date of this Annual Report, the position of Executive Chairman is held by Mr Teo Ho Beng. Whilst the Chairman is not independent, it is noted that Non-Executive Independent Directors make up half of the Board, in accordance with Rule 210(5)(c) of the SGX-ST Listing Manual, thereby ensuring proper balance of power and authority in the Group.

Mr Teo Ho Beng holds the position of the Executive Chairman of the Company. Notwithstanding provisions 2.2 and 2.3 of the Code which recommend that independent directors should make up a majority of the Board where the Chairman is not independent and non-executive directors should make up a majority of the Board, the Board and the NC are of the view that the Non-Executive Independent Directors on the Board, which make up three (3) out of six (6) of the Board, are able to exercise their powers objectively and independently from the Management, to avoid undue influence of the Management over the Board and ensure appropriate checks and balances are in place. Accordingly, the Board believes that there is a sufficiently strong independent element on the Board to maintain appropriate checks and balances and avoid undue influence of the Management on the Board's decision-making process. The Company further believes that the existing Board composition is also consistent with the intent of Principle 2 of the Code as the Non-Executive Independent Directors, who chair the Board committees, are independent and are able to provide the appropriate level of independence and diversity of thought and background and to make decisions in the best interests of the Company.

The independence of each Non-Executive Independent Director is reviewed annually by the NC. The NC has adopted the Code's and SGX-ST Listing Manual's definition of what constitutes an independent director in its review. Pursuant to Provision 2.1 of the Code, an "independent" director is one who is independent in conduct, character and judgement, and has no relationship with the Company, its related corporations, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the director's independent business judgement in the best interests of the Company. Under Rule 210(5)(d) of the SGX-ST Listing Manual, a director will not be considered independent (i) if he is employed or has been employed by the Company or any of its related corporations for the current or any of the past three (3) financial years, (ii) if he has an immediate family member who is employed or has been employed by the Company or any of its related corporations for the current or any of the past three (3) financial years, and whose remuneration is determined by the remuneration committee of the Company, or (iii) if he has been a director of the Company for an aggregate period of more than nine (9) years.

The Board has identified each of the Company's Non-Executive Independent Directors to be independent, after determining, taking into account the views of the NC, whether the Director is independent in character and judgement and whether there are relationships or circumstances which are likely to affect, or could appear to affect, the Director's judgement. Each Director is required to disclose to the Board any such relationships or circumstances as and when it arises. In addition, every year, each Non-Executive Independent Director is required to complete the Director's independence form to confirm his or her independence annually based on the guidelines set out in the Code.

The Board's and Committees' structure, size and composition are reviewed annually by the NC. The NC, with the concurrence of the Board, is of the view that the Board's and Committees' current size is appropriate and has the right mix of skills, knowledge and experience given the nature and scope of the Group's operations, and other aspects of diversity such as gender and age. The Directors as a group provide a diversity of skills, knowledge, as well as extensive experience in business management, strategic planning, and knowledge in accounting and finance, all of which are crucial in steering the Group towards the direction of growth and in avoiding group think and fostering constructive debate.

In reviewing the appointments of new Directors (including any future appointments of new Directors), the Board together with the NC ensures that it sets the relevant objectives to promote and achieve diversity on the Board. In discharging its duties, the Board and the NC shall give due regard to the benefits of all aspects of diversity and strive to ensure that the Board is appropriately balanced to support the long-term success of the Company. The main objective is to continue to maintain the appropriate balance of perspectives, skills and experience on the Board to support the long-term success of the Company.

The Company has adopted a board diversity policy which recognises the importance of having an effective and diverse Board, taking into consideration the benefits of all aspects of diversity, including diversity of skills, experience, background, gender, age, ethnicity and other relevant factors. In reviewing the board composition, the NC will consider the balance of skills, experience, director independence, potential impact on boardroom

CORPORATE GOVERNANCE

dynamics, other principal commitments, previous employment held in the Company, if any, and knowledge of the Company on the Board and the diversity representation of the Board. High emphasis is placed on ensuring a balanced composition of skills and experience at the Board level in order to provide a range of perspectives, insights and challenge that enable the Board to discharge its duties and responsibilities effectively, support good decision-making in view of the core businesses and strategy of the Group, and support succession planning and development of the Board. Further to this, the Board and the NC will also continue to take into consideration the need for diversity on the Board in the appointment of new Directors in line with the intent of Principle 2 of the Code. The Board consists of directors with ages ranging from late 30s to early 70s, who have served on the Board for different tenures. The Company is pleased to note that there is currently one (1) female Director on the Board, in line with its board diversity policy.

The Board notes that the Company's Non-Executive Independent Directors are able to constructively challenge the Management's mindset and planning, with a view to the best interests of the Group. They also play a crucial role in helping the Management develop proposals on business strategy and in reviewing the performance of the Management. The Company would arrange to avail the Company's premises for use by the Non-Executive Independent Directors at any time to meet regularly without the presence of the Management.

Details of the Directors' academic and professional qualifications can be found on pages 6 and 7 of the Annual Report.

The Board is of the view that the current Board is diverse and effective and in line with its board diversity policy. The Company is therefore in compliance with Rule 710A(2) of the SGX-ST Listing Manual.

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.

To ensure an appropriate balance of power, increased accountability and greater capacity of the Board for independent decision-making, the Chairman and CEO are separate persons. Mr Teo Ho Beng is the Executive Chairman of the Company, while Mr Teo Keng Joo, Marc, the son of Mr Teo Ho Beng, is the CEO of the Company. Notwithstanding this relationship, the Board is of the view that there is a clear division of responsibilities between the two roles with adequate accountability.

As the Executive Chairman, Mr Teo Ho Beng performs the following in relation to Board proceedings:

- (a) schedule meetings that enable the Board to perform its duties responsibly while not interfering with the Company's operations;
- (b) prepare meeting agendas in consultation with the CEO and the Management;
- (c) exercise control over quality, quantity and timelines of the flow of information between the Management and the Board;
- (d) promote a culture of openness and debate at the Board;
- (e) facilitate the effective contribution of the Non-Executive Independent Directors in particular to the Board and Group affairs; and
- (f) assist in ensuring compliance by the Company with the Code's guidelines on corporate governance.

The Executive Chairman and CEO are responsible for the day-to-day management of the Group and in developing the businesses of the Group. Major decisions made by the Executive Chairman and CEO, are reviewed by the ARC and approved by the Board.

As the position of Executive Chairman is part of the Management and not independent, in line with Provision 3.3 of the Code, the Board has appointed Mr Chan Kum Onn Roger as the Lead Independent Director to provide leadership when the Executive Chairman is conflicted. The Lead Independent Director is available to Shareholders where they have concerns for which contact through normal channels of communication with the Executive Chairman, CEO or the Management has failed to resolve or for which such contact is inappropriate or inadequate.

CORPORATE GOVERNANCE

In line with the Code, the Non-Executive Independent Directors, led by the Lead Independent Director, meet at least once a year without the presence of the other Executive Directors and the Management. After such meetings, the Lead Independent Director would provide feedback to the Executive Chairman and CEO.

As such, the Board is of the view that there is a clear division of responsibilities between the Board and the Management and there are adequate safeguards in place to ensure a balance of power and authority on the Board, such that no one individual represents a considerable concentration of power.

The Company is of the view that it maintains a satisfactory independent element on the Board as half of the Board comprises Independent Directors and the Company believes that the Board is able to exercise independent judgement on corporate affairs. Provision 2.2 of the Code, however, recommends that independent directors make up a majority of the Board where the chairman is not Independent.

The NC and the Board are of the view that although the Independent Directors do not currently make up a majority of the Board, they make up half of the Board and all of the Directors have debated vigorously on the subject matters tabled at the Board meetings held in FY 2025, regardless of whether they are independent or not. All decisions of the Board are based on collective decision without any individual or small group of individuals influencing or dominating the decision-making process. In addition, the NC and the Board believe that Mr Teo Ho Beng, as one of the founders and controlling shareholders of the Group and the Managing Director since the Company's listing, is in the best position to lead the Board as Executive Chairman.

BOARD MEMBERSHIP

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

The NC comprises entirely of three (3) Non-Executive Independent Directors and they are:

- 1) Ms Kwok Chui Lian (Chairman of the NC);
- 2) Mr Chan Kum Onn Roger; and
- 3) Mr Ong Seet Joon Amos.

The principal functions of the NC based on its terms of reference include the following:

- (a) identifying and making recommendations to the Board as to the Directors who are to retire by rotation and who are to be put forward for re-election at each annual general meeting (“AGM”) of the Company;
- (b) determining annually whether or not a Director is independent;
- (c) deciding, in relation to a Director who has multiple board representations, whether or not such Director is able to and has been adequately carrying out his or her duties as a Director of the Company;
- (d) identifying and nominating candidates for the approval of the Board to fill vacancies in the Board as and when they arise;
- (e) reviewing and making recommendations to the Board regarding the Board's structure, size, composition, and core competencies, having regard at all times to the principles of corporate governance and the Code;
- (f) reviewing succession plans for directors, in particular the appointment and/or replacement of the Chairman, CEO and key management personnel;
- (g) appointment and re-appointment of Directors;
- (h) creating the process and criteria for evaluating the effectiveness of the Board, as a whole, the Committees and the contribution of the Directors to the effectiveness of the Board; and
- (i) reviewing training and professional development programmes.

New Directors are appointed by way of a Board resolution after the NC has approved their nomination. These new Directors must submit themselves for re-election at the next AGM of the Company in accordance with Regulation 91 of the Company's Constitution. The NC would through various avenues, source for suitable candidates as new Director(s) and appraise the candidates to ensure they have the relevant experience and calibre to contribute effectively to the Group. These avenues include the Directors' personal contacts, search companies or through internal assessments conducted on any suitable candidates within the Group. As and

CORPORATE GOVERNANCE

when necessary, the Company will release announcements on the appointments or cessations of its Directors via SGXNet.

The NC makes recommendations to the Board on all Board appointments and re-nominations. The NC has conducted the annual review of the Directors' independence based on the circumstances set forth in Provision 2.1 of the Code. The NC, having evaluated the independence of each of the Non-Executive Independent Directors, is of the view that Mr Chan Kum Onn Roger, Ms Kwok Chui Lian and Mr Ong Seet Joon Amos are independent.

The Company's Constitution provides for at least one-third of the Directors to retire from office by rotation at each AGM. The retiring Directors shall be eligible for re-election at the AGM. Pursuant to Rule 720(5) of the SGX-ST Listing Manual, all directors submit themselves for re-nomination and re-appointment at least once every three years.

The Board has accepted the NC's nomination of Mr Teo Ho Beng and Mr Chan Kim Onn Roger who are retiring pursuant to Regulation 106 of the Company's Constitution for re-election at the Company's forthcoming AGM.

The NC is also tasked with deciding whether or not a Director is able to and has been adequately carrying out his or her duties as a Director, particularly when he has multiple board representations. For the avoidance of doubt, all Directors are required to declare their board representations to the Board and the Management. As a guide, Directors should not have more than six (6) listed companies board representations and other principal commitments. None of the Non-Executive Independent Directors have more than six (6) listed companies board representations and other principal commitments. After conducting reviews, the NC is satisfied that sufficient time and attention are being given by the Directors to the affairs of the Group and that the Directors have been adequately carrying out their duties as Directors of the Company.

Details of the appointment of each Director, including the date of initial appointment and the date of last re-election as a Director of the Company, as well as their directorships in other listed companies, both current and for the preceding three (3) years, are set out below:

Name of Director	Date of Initial Appointment	Date of Last Re-election	Directorship in Listed Companies	
			Past Preceding 3 years	Present
Mr Teo Ho Beng	16 January 2003	30 April 2024	-	Ley Choon Group Holdings Limited
Mr Teo Keng Joo, Marc	11 May 2017	30 April 2024	-	-
Mr Tan Kim Seng	1 July 2024	30 April 2025	Amara Holdings Limited ⁽¹⁾	
Mr Chan Kum Onn Roger	3 May 2023	30 April 2024	-	-
Ms Kwok Chui Lian	2 January 2024	30 April 2025	-	-
Mr Ong Seet Joon Amos	2 January 2024	30 April 2025	-	1. Koh Brothers Group Limited 2. Tiong Seng Holdings Limited

Note:

(1) Amara Holdings Limited delisted in July 2025.

CORPORATE GOVERNANCE

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.

Once every financial year, all Directors are requested to complete a Board performance evaluation questionnaire to assess the overall effectiveness of the Board for the year under review. The Joint Company Secretaries will compile the Directors' responses to the questionnaire into a summarised report and circulate the same to the Board for discussion. The results of the exercise are reviewed by the NC before submission of the same to the Board for further discussion. The Board will determine areas for improvement and methods to enhance Board effectiveness.

For FY 2025, the NC had evaluated the Board's performance as a whole, including the participation and contribution of the Non-Executive Chairman and the individual Directors to the Management of the Company at the Board and Committee Meetings. To assess the effectiveness of the Board as a whole, the factors considered by the NC include but are not limited to:

- (a) the current size and composition of the Board;
- (b) the discussion and decision-making processes of the Board (including quality of the Board's conduct of meetings);
- (c) the Board's access to information;
- (d) the observation of risk management and internal control policies by the Board; and
- (e) the performance of the Board (including the Board's performance in relation to the discharge of its principal responsibilities in terms of the financial indicators set out in the Code).

For FY 2025, the NC has also evaluated the performance of the Directors. To assess the contribution of each individual Director, the factors evaluated by the NC include but are not limited to:

- (a) his or her participation at the meetings of the Board;
- (b) his or her ability to contribute to the discussions conducted by the Board and to constructively challenge and contribute effectively to the Board;
- (c) his or her ability to evaluate the Company's strength and weaknesses and make informed business decisions;
- (d) his or her ability to interpret the Company's financial reports and contribute to the formulation of strategies, budgets and business plans that are compatible with the Group's vision and existing business strategy;
- (e) his or her compliance with the policies and procedures of the Group;
- (f) his or her performance of specific tasks delegated to each Director;
- (g) his or her disclosure of any related person transactions or conflicts of interest; and
- (h) for Independent Directors, his or her independence from the Group and the Management.

With respect to FY 2025, the Board, in consultation with the NC, considered the performance of each individual Director and the Board to be satisfactory. For the avoidance of doubt, each member of the NC abstained from voting on any resolution in respect of the assessment of his performance or re-nomination as Director.

For FY 2025, the Board had also evaluated the performance of the ARC, NC and RC. To assess the performance of each Committee, the factors evaluated by the Board include but are not limited to:

- (a) the ARC/NC/RC's ability to function properly and to discharge its responsibility effectively;
- (b) the ARC/NC/RC's meetings are conducted in a manner that allows a frank and candid exchange of views;
- (c) there is strong support from Management in the preparation and submission of papers for discussion;
- (d) papers for meetings are distributed to members in advance and they do contain adequate details on issues for discussion;
- (e) members do have sufficient expertise and knowledge to ask searching questions and challenge Management on its judgement and findings on issues for discussion; and
- (f) ARC/NC/RC will not hesitate to seek outside third party professional and expert advice as and when the need arises.

CORPORATE GOVERNANCE

The Board considered the performance of the ARC, NC and RC to be satisfactory in FY 2025.

REMUNERATION MATTERS

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.

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.

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 RC comprises entirely of Non-Executive Directors, the majority of whom (including the Chairman of the RC) are Non-Executive Independent Directors and they are:

- 1) Mr Ong Seet Joon Amos (Chairman of the RC);
- 2) Mr Chan Kum Onn Roger; and
- 3) Ms Kwok Chui Lian.

One of the key roles of the RC is to review and recommend to the Board a general framework of remuneration for the Directors and the key management personnel and the specific remuneration packages for each Director as well as for the key management personnel. The RC also considers all aspects of remuneration, including termination terms, to ensure they are fair. For the avoidance of doubt, no Director or member of the RC is involved in deciding his or her own remuneration. The Company has not engaged any remuneration consultants.

Remuneration matters concerning the Board, key management personnel, and employees who are immediate family members of a Director

The Company adopts a remuneration policy for Executive Directors and key management personnel, which comprises a fixed component and a variable component. The fixed component is in the form of a monthly base salary, whereas the variable component is in the form of a variable bonus that is linked to the performance of the Company and the individual. The variable bonus is aligned with the interests of shareholders and other stakeholders and promotes the long-term success of the Company.

The RC's objective is to establish and maintain a level of remuneration that would be appropriate to attract, retain and motivate the Directors and key management personnel to run the Company successfully in the long term. The RC has adopted a framework of remuneration for the Board and determined specific remuneration packages for each Executive Director. The recommendations of the RC are submitted to the Board for endorsement.

The Executive Directors have service agreements which are renewed annually. The service agreements may be terminated by either the Company or the Executive Directors by giving six (6) months' written notice to the other party. The RC also reviews the Company's obligations arising in the event of termination of the Executive Directors and key management personnel's contracts of service to ensure that such contracts of service contain fair and reasonable termination clauses which are not overly generous.

The Company is of the view that there is no requirement to institute contractual provisions to allow the Company to reclaim incentive components of Executive Directors' remuneration paid in prior years in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss, as they owe a fiduciary duty to the Company and the Company should be able to avail itself to remedies against the Executive Directors in the event of such breach of fiduciary duties.

CORPORATE GOVERNANCE

Non-Executive Directors, including Non-Executive Independent Directors, are paid Directors' fees, taking into consideration individual contribution, including effort, attendance at various meetings, time spent and responsibilities held at the Committee level. The breakdown of those fees is as follows:

Independent / Non-Executive Director	\$40,000
Chairman of Audit and Risk Committee	\$15,000
Chairman of Remuneration Committee	\$ 5,000
Chairman of Nominating Committee	\$ 5,000

Such fees are subject to the approval of shareholders at the AGM every year.

The members of the RC possess general knowledge in the field of executive remuneration and/or compensation and have access to external professional advice. The RC ensures that in the event of such advice being sought, existing relationships, if any, between the Company and its appointed remuneration consultants will not affect the independence and objectivity of the remuneration consultants. In setting remuneration packages, the Company 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 individuals. To avoid poaching of the Company's staff and in the interest of privacy and confidentiality of remuneration matters and taking into consideration the relative size as well as the competitive business environment in which the Group operates in, the Company is not disclosing the precise remuneration of the top key management personnel (excluding Executive Directors) of the Group in the Annual Report. The Company also took into consideration the disadvantages which would be caused to the Group's business interest would far outweigh the benefits of such disclosure as well as the sensitivity of remuneration matters and the need to maintain the confidentiality of the remuneration packages of the top key management personnel of the Group. However, the Company shall disclose the remunerations in bands of S\$250,000 and provide a detailed breakdown in percentage terms of the same. In view of the aforementioned reasons, the Company believes that whilst it has not disclosed the precise remuneration and in aggregate total remuneration of the top key management personnel (excluding Executive Directors) of the Group, its current disclosure is consistent with the intent of Principle 8 of the Code as shareholders are still given information on the level and mix of remuneration in percentage terms and that the interests of shareholders will not be prejudiced as a result of such non-disclosure of the total remuneration in dollar terms for the key management personnel. In line with the recent amendments to the Listing Rules, the Company sets out below the exact amount and breakdown of remuneration paid to its individual Directors and the CEO by the Company and its subsidiaries for FY 2025.

Details of the remuneration of the Directors (in S\$ and percentage terms) are as follows:

Directors	Fees ⁽¹⁾		Salary ⁽²⁾		Bonus ⁽³⁾		Other Benefits ⁽⁴⁾		Total	
	S\$	%	S\$	%	S\$	%	S\$	%	S\$	%
Executive Directors										
Mr Teo Ho Beng	-	-	1,860,780	76	550,750	23	22,791	1	2,434,321	100
Mr Teo Keng Joo, Marc	-	-	303,798	73	89,919	22	21,624	5	415,341	100
Mr Tan Kim Seng	-	-	364,500	79	89,507	19	10,548	2	464,555	100
Non-executive Directors										
Mr Chan Kum Onn Roger	55,000	100	-	-	-	-	-	-	55,000	100
Ms Kwok Chui Lian	45,000	100	-	-	-	-	-	-	45,000	100
Mr Ong Seet Joon Amos	45,000	100	-	-	-	-	-	-	45,000	100

Notes:

- (1) Directors' fees proposed for FY 2025.
- (2) Salary includes gross salary and Central Provident Fund ("CPF") contribution.
- (3) Bonus includes salary and CPF contribution.
- (4) Other benefits include use of the company car and its maintenance costs.

CORPORATE GOVERNANCE

The Company has only four management members as key management personnel (“KMP”) for FY 2025. The remuneration paid to the KMP (excluding Executive Directors and CEO) of the Group in FY 2025 (in percentage terms) is as follows:

Top Four (4) Executives’ Remuneration	Salary ⁽¹⁾	Bonus ⁽²⁾	Other Benefits ⁽³⁾	Total
Between \$750,001 to \$1,000,000				
Mr Roland Teo Ho Kang	78%	20%	2%	100%
Between \$250,001 to \$500,000				
Ms Teo Poh Sim Agnes	73%	22%	5%	100%
Ms Irene Cheah Lan Kwee	77%	23%	-	100%
\$250,000 and below				
Mr Teo Ho Kheong Andrew	78%	13%	9%	100%

Notes:

- (1) Salary includes gross salary and CPF contribution.
- (2) Bonus includes salary and CPF contribution.
- (3) Other benefits include use of the company car and its maintenance costs.

The remuneration of employees who are immediate family members of a Director or the CEO is disclosed below:

Remuneration Bands	Number of Employees
\$100,001 to \$200,000	3
\$200,001 to \$300,000	1
\$300,001 to \$400,000	1
\$800,001 to \$900,000	1

Ms Sin Wong Chan is the spouse of Mr Teo Ho Beng and Ms Teo Poh Ho Josephine and Ms Teo Poh Leng Jocelyn are the sisters of Mr Teo Ho Beng whose remuneration ranged between \$100,001 and \$200,000 for FY 2025.

Mr Teo Ho Kheong Andrew is the brother of Mr Teo Ho Beng whose remuneration ranged between \$200,001 and \$300,000 for FY 2025.

Ms Teo Poh Sim Agnes is the sister of Mr Teo Ho Beng whose remuneration ranged \$300,001 and \$400,000 for FY 2025.

Mr Roland Teo Ho Kang is the brother of Mr Teo Ho Beng whose remuneration ranged \$800,001 and \$900,000 for FY 2025.

Save for the remuneration of Ms Sin Wong Chan, Ms Teo Poh Ho Josephine and Ms Teo Poh Leng Jocelyn, the amounts and breakdown of the remuneration of the immediate family members of substantial shareholders or Director or CEO of the Company have been disclosed in the remuneration table above for the top four (4) executives.

Save as disclosed above, there are no employees who are substantial shareholders of the company, or are immediate family members of a director, the CEO, or a substantial shareholder of the Company, and whose remuneration exceeded S\$100,000 during FY 2025.

In respect of the Company’s decision not to disclose the amounts and breakdown of the remuneration of employees who are immediate family members of a substantial shareholder, Director or CEO of the Company (“**Related Employees**”) in dollar terms, this decision was taken after careful deliberation and taking into consideration the confidential nature and sensitivity of remuneration matters, the relative size of the Group as well as the competitive business environment in which the Group operates in. The Company also took into consideration the disadvantages which would be caused to the Group’s business interest would far outweigh

CORPORATE GOVERNANCE

the benefits of such disclosure and as well as the sensitivity of remuneration matters and the need to maintain the confidentiality of the remuneration package of the Related Employees.

The Company has adopted a disclosure of the remuneration band which each Related Employee falls within and which would still enable shareholders to understand the Company's remuneration structure for Related Employees.

The Company believes that notwithstanding its decision not to disclose the amounts and breakdown of the remuneration of Related Employees, its current disclosure is consistent with the intent of Principle 8 of the Code and that the interests of shareholders will not be prejudiced as a result of such non-disclosure of the total remuneration in dollar terms for the Related Employees.

The Company currently does not have any long-term incentive scheme or employee share option scheme.

ACCOUNTABILITY AND AUDIT

The Board is accountable to shareholders for the management of the Group. The Board is mindful of its obligations to provide an assessment of the Company's performance and updates shareholders on the operations and financial position of the Company through half yearly results announcements through SGXNet. The Board will also release timely announcements of other matters to ensure full disclosure of material information, as prescribed by the SGX-ST Listing Manual and other relevant rules and regulations. In particular, price sensitive information is publicly announced before it is communicated to any other interested person.

The Management, who is accountable to the Board, provides the Board with the necessary financial information for the discharge of the Board's disclosure duties. The Board is provided with periodic financial reports and other relevant disclosure documents, where appropriate, by the Management.

Further to the above, the Company also completes and submits compliance checklists to SGX-ST (if applicable and when required) to ensure that all announcements, circulars or letters to shareholders comply with the requirements set out in the SGX-ST Listing Manual. The Board is also notified by the Management, the Joint Company Secretaries, and the Company's auditors on any statutory changes or updates in regulatory or accounting standards affecting the Group. The Board will, after reviewing the necessary documents and/or discussions at any Board or Committee meetings, take action where it deems appropriate to do so to ensure that the Group complies with the prescribed requirements.

RISK MANAGEMENT AND INTERNAL CONTROLS

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

The Board determines the nature and extent of the significant risks which the Company is willing to take in achieving its strategic objectives and value creation. The Company has put in place a risk management and internal controls system in relation to the Group's financial, operational, compliance and information technology controls. Risk management and internal controls are detailed in formal instructions, standard operating procedures, and financial authority limits policies. The principal aim of the internal control system (including financial, operational, compliance and information technology controls) and risk management system is to safeguard shareholders' investments and the Group's assets.

The Management maintains the risk management and internal controls system and the Board monitors the Group's risks through the ARC and the Company's internal auditors. In designing these controls, the Company has considered the risks to which the business is exposed, the likelihood of such risks occurring and the costs of protecting against them.

The Group maintains a system of internal controls for all companies within the Group. The Board acknowledges that it is responsible for the overall internal controls framework, but recognises that no cost-effective internal control system will preclude all errors and irregularities, as such systems are designed to manage rather than eliminate all risks of failure in achieving business objectives. The internal controls system is implemented to

CORPORATE GOVERNANCE

provide reasonable, but not absolute, assurance against material misstatement or loss, with a view to safeguard shareholders' investments and the Group's assets.

The Group has adopted the Enterprise Risk Management ("ERM") framework pursuant to which it has established risk management policies and guidelines for adoption. The ERM framework is designed to enable Management to address the operational risks, financial risks, compliance risks of key operating units in the Group. The ERM sets out the following processes:

- (a) identifying each risk factor which the Group is exposed to;
- (b) quantifying each exposure's size in terms of cash valuations;
- (c) inserting these figures into a risk estimation calculation and mapping out the results;
- (d) identifying the Group's overall risk exposures as well as the contribution to the overall risk as derived from each risk factor;
- (e) setting up a process to report on these risks periodically to the Management, who will set a committee of division heads and executives to determine capital allocations, risk limits, and risk management policies; and
- (f) monitoring the Group's compliance with these policies and risk limits.

The ERM provides a point of reference for the Company to address the on-going changes and challenges in its business environment, manage and reduce commercial uncertainties, facilitate shareholder value creation process, and assist the ARC and the Board in discharging their responsibilities.

The ARC is responsible for overseeing the internal controls and risk management of the Group and the Board of Directors reviews the adequacy and effectiveness of the key internal controls including financial, operational, compliance and information technology controls, as well as risk management systems on an on-going basis, such reviews of which are carried out internally or with the assistance of any competent third parties. In particular, it was noted by the ARC and the Board that the Company's external auditors confirmed that proper accounting records are maintained for FY 2025 and that the financial information used for business purposes and for publication in the relevant financial period is reliable. The internal and external auditors, pursuant to their respective terms of appointment, report to the ARC any audit findings relating to internal controls, and the ARC reviews the adequacy of the actions taken by the Management to address the recommendations of the internal and external auditors.

In addition, the Board has received assurance from the CEO and the Chief Financial Officer ("CFO") for FY 2025 that the financial records have been properly maintained and the financial statements give a true and fair view of the Company's operations and finances.

The Board has also received assurance from the CEO and other key management personnel responsible, regarding the adequacy and effectiveness of the Company's risk management and internal control systems for FY 2025.

Based on the ERM framework and internal controls established and maintained by the Company, work performed in conjunction with the statutory audit, and reviews performed by the Management, various Committees and the Board in respect of the internal controls (including financial, operational, compliance and information technology controls) and the risk management system, the Board, having concurred with the ARC, is satisfied with the adequacy and effectiveness of the issuer's internal controls (including financial, operational, compliance and information technology control) and risk management systems for FY 2025. The Company has thereby complied with Rule 1207(10) of the SGX-ST Listing Manual.

AUDIT AND RISK COMMITTEE

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

The ARC comprises entirely of Non-Executive Directors, the majority of whom (including the Chairman of the ARC) are Non-Executive Independent Directors, and the members are as follows:

CORPORATE GOVERNANCE

- 1) Mr Chan Kum Onn Roger (Chairman of the ARC);
- 2) Ms Kwok Chui Lian; and
- 3) Mr Ong Seet Joon Amos.

The role of the ARC is to assist the Board of Directors in the execution of its corporate governance responsibilities within its terms of reference and requirements.

The functions of the ARC include:

- (a) reviewing any significant financial reporting issues and judgements so as to preserve the integrity of the financial statements of the Company and any announcements relating to the Company's financial performance;
- (b) reviewing the audit plans of the internal and external auditors, their audit report, the Management's letter, the Management's responses and evaluation of the adequacy of the Company's system of internal accounting controls;
- (c) reviewing the assurance from the CEO and the CFO on the financial records and financial statements;
- (d) reviewing the half year and full year financial statements before submission of the same to the Board for approval;
- (e) reviewing annually the scope and results of the internal controls and risk management system including the adequacy and effectiveness of the internal audit functions;
- (f) reviewing the assistance given by the Management to the external auditors;
- (g) overseeing the internal controls and risk management of the Company and assessing the adequacy and effectiveness of these internal controls and risk management systems;
- (h) reviewing the scope and results and the cost-effectiveness, the independence and objectivity of the external auditors and internal audit function, annually, and the nomination of the external auditors' re-appointment as auditors of the Company;
- (i) making recommendations to the Board on (i) the proposals to the shareholders on the appointment and removal of external auditors and (ii) the remuneration and terms of engagement of the external auditors;
- (j) reviewing all non-audit services provided by the external auditors so as to ensure that any provision of such services would not affect the independence of the external auditors;
- (k) investigate any matters within its terms of reference;
- (l) reviewing interested person transactions falling within the scope of the SGX-ST Listing Manual; and
- (m) reviewing and overseeing arrangements by which employees of the Group may, in confidence, raise concerns about possible improprieties in matters of financial reporting or other matters and ensure that arrangements are in place for such concerns to be raised and independently investigated and for appropriate follow up actions to be taken.

The Board is of the opinion that the members of the ARC have sufficient expertise and experience to discharge their duties effectively. The ARC Chairman and the ARC members have relevant accounting or related financial management expertise and experience.

The ARC has full access to all records concerning staff personnel and other relevant information which the ARC considers necessary to enable it to properly discharge its function, and has full discretion to invite any Director and/or executive officer to attend its meetings. Each member of the ARC shall abstain from voting on any resolutions in respect of matters which he has an interest in. The ARC expects to receive full co-operation from the Management and external auditors in this respect.

The ARC met twice during FY 2025. The ARC meets with the external auditors without the presence of the Company's Management at least once a year and this was observed in FY 2025. For the avoidance of doubt, no former partner or director of the Company's existing audit firm is a member of the ARC.

The aggregate amount of fees paid to the external auditors amounted to approximately S\$415,000 for audit services and S\$71,000 for non-audit services performed during FY 2025.

In selecting suitable audit firms, the ARC relies on the Quality Indicators Disclosure Framework published by the Accounting and Corporate Regulatory Authority and takes into account several considerations such as the adequacy of the resources and experience of the auditing firm and the audit engagement partner assigned to

CORPORATE GOVERNANCE

the audit, the firm's other audit engagements, the current size and complexity of issues of the Group being audited, and the number and experience of supervisory and professional staff assigned to the audit.

The ARC has conducted a review of all non-audit services provided by the external auditors for FY 2025, and is satisfied with the independence and objectivity of the external auditors. The ARC has recommended to the Board that Messrs Ernst & Young LLP be nominated for re-appointment as auditors at the forthcoming AGM.

Save for the Group's subsidiaries incorporated in the United Kingdom, the Company and all its Singapore subsidiaries are audited by Messrs Ernst & Young LLP and the Group's subsidiaries incorporated in Australia are audited by a member firm of EY Global. The ARC and the Board have reviewed the appointment of Menzies LLP, Manchester as the audit firm of its subsidiaries incorporated in the United Kingdom and is of the view that the appointment does not compromise the standard and effectiveness of the audit of the Group and that the Group has complied with Rule 716 of the SGX-ST Listing Manual.

The external auditors regularly update the ARC on the changes to accounting standards and issues which will have a direct impact on financial statements.

The Company has also established a Code of Conduct and Business Ethics which applies to all employees of the Group. The areas covered include conduct at the workplace, business conduct, protection of the Company's assets, confidentiality of information, and potential conflicts of interest. Directors, key executives, and employees are expected to observe and uphold high standards of integrity which are in compliance with the Company's policies and regulations.

Whistle-Blowing Policy

The Company has in place a whistle-blowing framework, endorsed and overseen by the ARC, pursuant to which employees of the Group have direct access to the Chairman of the ARC to raise concerns about possible corporate improprieties in matters of financial reporting or other matters. The objective of such arrangements is to ensure both independent investigation of such matters and appropriate follow-up action are taken, and that employees or external parties making any reports in good faith will be able to do so with the confidence that they will be treated fairly and protected from reprisal or detrimental or unfair treatment. The ARC is responsible for the oversight and monitoring of whistleblowing matters. The Company will ensure the confidentiality of any whistle-blower and allow disclosures to be made anonymously.

There were no whistle-blowing letters received during FY 2025 and as of the date of this Annual Report.

INTERNAL AUDIT

Rule 719(3) of the SGX-ST Listing Manual: The company must establish and maintain on an ongoing basis, an effective internal audit function that is adequately resourced and independent of the activities it audits.

The Company has established and maintains on an ongoing basis, an effective internal audit function that is adequately resourced and independent of the activities it audits. The internal audit function is out-sourced to a public accounting firm, Baker Tilly Consultancy (Singapore) Pte Ltd ("**Baker Tilly Singapore**").

Baker Tilly Singapore is the member firm of the top 10 international accounting network. It is currently the outsourced internal auditor for a number of companies listed on the Singapore and Hong Kong Stock Exchanges. It has extensive experience in performing internal audits in the manufacturing, hospitality, real estate, retail, trading and non-profit sector, amongst others.

The team from Baker Tilly Singapore conducts its internal audits in line with the International Professional Practices Framework (IPPF) established by The Institute of Internal Auditors. The internal audit team is adequately staffed and comprises an Engagement Partner, Engagement Manager, Lead Consultants and a number of Consultants necessary to fulfil the engagement requirements. The engagement team is well qualified and possesses relevant professional qualifications such as Master of Business Administration, Certified Internal Auditor, Certification in Risk Management Assurance and other designations such as Chartered Accountant.

CORPORATE GOVERNANCE

The internal auditors report primarily to the chairman of the ARC and the ARC is satisfied that the internal auditors are staffed by qualified and experienced personnel. The ARC also decides on the appointment, termination and remuneration of the internal auditors.

The internal auditors plan their internal audit schedules in consultation with the Management, but remain independent of the Management in its operations. The internal auditors have unfettered access to all the Company's documents, records, properties and personnel, including the ARC and have appropriate standing within the Company. The audit plan is submitted to the ARC for approval prior to the commencement of the internal audit. The ARC reviews the activities of the internal auditors on a regular basis, including overseeing and monitoring the implementation of improvements required with regard to internal control weaknesses that have been identified and where necessary, meets with the internal auditors (without management) to discuss the activities. The internal auditors completed one (1) review in FY 2025 in accordance with the internal audit plan approved by the ARC. The findings and recommendations of the internal auditors, Management's responses, and Management's implementation of remedial actions have been reviewed by the ARC.

The Group's sustainability reporting policies, processes and internal controls have been subjected to internal review by the Sustainability Committee and internal auditors. The Group has not sought external assurance for the information presented in this Report.

The ARC also reviews and approves the audit plan from the internal auditors. The ARC is satisfied that the internal audit function is effective, adequately resourced and independent for FY 2025.

SHAREHOLDER RIGHTS AND CONDUCT OF GENERAL MEETINGS

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

All shareholders are treated fairly and equitably to facilitate the exercise of their ownership rights. In line with the continuing disclosure obligations of the Company pursuant to the SGX-ST Listing Manual and the Companies Act 1967, the Board's policy is that all shareholders should be informed in a comprehensive manner and on a timely basis of all material developments that impact the Group.

The Group believes in encouraging shareholder participation at general meetings. As such, shareholders are given the opportunity to vote and participate in as well as to express their views and to raise queries to the Board and the Management regarding the proposed resolutions and on matters relating to the operations of the Group during these meetings. The Company also informs shareholders of the rules governing the general meetings. The Chairman of each of the ARC, NC, and RC are also present at the meetings to attend to questions raised by shareholders. The Company's external auditors are invited to attend the Company's AGM and will assist the Directors in addressing relevant queries relating to the conduct of the audit and the preparation and content of the external auditors' report.

The attendance of the Directors of the Company at the Company's general meetings held during FY 2025 are reflected in the table below:

Name of Director	General Meetings
Number of meetings held:	1
Number of meetings attended:	
Mr Teo Ho Beng	1
Mr Teo Keng Joo, Marc	1
Mr Tan Kim Seng	1
Mr Chan Kum Onn Roger	1
Ms Kwok Chui Lian	1
Mr Ong Seet Joon Amos	1

CORPORATE GOVERNANCE

The Board considers it to be crucial that the notices of general meetings are distributed on time to the shareholders prior to such general meetings as the notices set out the agendas that will be discussed, some of which may be of interest to the shareholders. A shareholder who is entitled to attend and vote may either vote in person or *in absentia* through the appointment of one or more proxies. However, as the authentication of information purporting to identify an individual as a shareholder still remains a concern, the Company has decided, for the time being, not to accept voting *in absentia* by mail, email or fax.

The Company also ensures separate resolutions are proposed at general meetings on each substantially distinct issue unless the issues are interdependent and so linked as to form one significant proposal. Where the resolutions are “bundled”, the Company will make the necessary explanations and material implications in the notice of general meeting. The Company has implemented the practice of voting by poll at its past general meetings. Votes at the forthcoming AGM and all general meetings going forward will be taken by poll so that shareholders are accorded rights proportionate to their shareholding and all votes are counted.

The Joint Company Secretaries prepare minutes of general meetings that include substantial and relevant comments or queries from shareholders relating to the agenda of the meeting and the corresponding responses from the Board and the Management. These minutes are published on the Company’s corporate website as soon as practicable. Results of the general meeting are also released as an announcement via SGXNet, detailing the number of votes cast for and against each resolution as well as the respective percentages.

The Company does not have a fixed dividend policy. The form, frequency and amount of dividends will depend on the Company’s earnings, general financial condition, results of operations, capital requirement, cash flow, general business conditions, development plans and other factors as the Directors may deem appropriate. In compliance with Rule 704(24) of the SGX-ST Listing Manual, in the event that the Board decides not to declare or recommend a dividend, the Company will expressly disclose the reason(s) for the decision together with the announcement of the relevant financial statements.

Notwithstanding the abovementioned, the Company has been declaring dividends on an annual basis. Any payouts are clearly communicated to shareholders via the financial results announcements through SGXNet. For the first half year ended 30 June 2025, the Company had on 14 August 2025 declared an interim dividend of 0.25 Singapore cents per ordinary share. The Company also intends to propose a final dividend of 1.00 Singapore cent per share for FY 2025, such final dividend to be approved by the shareholders at the forthcoming AGM of the Company.

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 Group strives for timeliness and transparency in its disclosure to shareholders and the public. In addition to the regular dissemination of information through SGXNet, the Company also responds to enquiries from investors, analysts, fund managers, and the press. The Company does not practice selective disclosure and is mindful that all price-sensitive information should be released through SGXNet on a timely basis. Where applicable, and generally at every half year following the release of the Company’s half year financial results announcement, press releases on the Group’s performance and/or any major developments are also made available on SGXNet.

The Company maintains a website (<https://www.hiaphoe.com>) which allows the public to be aware of the Group’s latest development and businesses. The public can provide feedback to the Company via its electronic mail address or its registered office address. Calls and emails requesting information are generally attended to promptly, taking into consideration the fact that Management may need to consult with the Board or any of the Company’s relevant advisors before communicating or disseminating certain information.

The Company’s investor relations policy allows for shareholders to contact the Company at the email hiaphoe@hiaphoe.com with questions, where the Company may respond to such questions.

CORPORATE GOVERNANCE

The Company considers advice from its corporate lawyers and professionals on appropriate disclosure requirements before announcing material information to shareholders.

The notices of general meetings setting out the agenda are despatched to shareholders while copies of the Annual Report or circular, explanatory notes, and if necessary, letters to shareholders on the items of special business, are circulated to shareholders at least 14 days before the general meetings called to pass ordinary resolutions or 21 days before general meetings called to pass special resolutions. In accordance with the Company's Constitution, the Company will be despatching physical copies of the Notice of AGM and Proxy Form to shareholders, as well as serving the Notice of AGM, Proxy Form and FY 2025 Annual Report electronically by uploading electronic copies via SGXNet and on the Company's website for shareholders viewing. Notice of the general meeting is also published in one national business newspaper, The Business Times. The Company will not be despatching printed copies of the Annual Report to shareholders.

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 Board adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of its overall responsibility to ensure that the best interests of the Company are served. The Company has adopted a Code of Conduct, which establishes processes and actions to be taken in the event of any reportable conduct and establishes the business conduct expected of all employees as well as the Company's stance to avoid conflict of interests with stakeholders.

In order to create sustainable value for stakeholders and to address sustainability challenges and opportunities which the Company may face, the Company regularly engages with various stakeholders, including employees, suppliers, customers and the regulators and shareholders to gather feedback on the concerns and expectations most important to them. The information on the Company's arrangements to identify and engage with its material stakeholder groups and to manage its relationships with such groups, and the Company's strategy and key areas of focus in relation to the management of stakeholder relationships during FY 2025 will also be set out in the Company's Sustainability Report which is published together with this Annual Report. The Company also maintains its corporate website which may be accessed by stakeholders at: <https://www.hiaphoe.com/>.

ADDITIONAL INFORMATION

Securities Transactions

In line with Rule 1207(19) under Chapter 12 of the SGX-ST Listing Manual on Dealings in Securities, the Company has adopted an internal compliance code for the reference of its Directors and officers in relation to the dealings with the Company's securities.

Pursuant to Rule 1207(19)(c), the Company will issue Internal Notices reminding its Directors, officers and relevant staff members who have access to unpublished material price sensitive information reminding them that they are prohibited from dealing in the Company's shares during the period commencing one (1) month before the release of the Company's half year financial results and full year financial results and ending on the date of the announcement of the relevant results, and when they are in possession of unpublished material price sensitive information.

The Directors, officers, and employees of the Group are discouraged from dealing in the Company's securities on short-term considerations and are also expected to observe insider trading laws at all times even when dealing in securities within the permitted trading period.

Directors are required to report to the Joint Company Secretaries whenever they deal in the Company's shares and the Joint Company Secretaries will make the necessary announcements in accordance with the requirements of the SGX-ST.

CORPORATE GOVERNANCE

Interested Person Transactions

Name of interested person	Nature of Relationship	Aggregate value of all interested person transactions during the financial period under review (excluding transactions less than \$100,000 and transactions conducted under shareholders' mandate pursuant to Rule 920)	Aggregate value of all interested person transactions conducted under the shareholders' mandate pursuant to Rule 920 (excluding transactions less than \$100,000)
Hiap Hoe & Co. Pte. Ltd.	A subsidiary of the ultimate holding company, Hiap Hoe Holdings Pte Ltd	Provision of services for maintenance of properties to the Company's subsidiaries. (Value of transactions amounting to \$150,435)	Nil
		Secondment of staff to a Company's subsidiary. (Value of transactions amounting to \$104,144)	Nil

The ARC has reviewed all interested person transactions for FY 2025, and is satisfied that the transactions are conducted at arm's length and on terms that are fair and reasonable. Other than as disclosed above, there were no interested person transactions that were more than \$100,000 during FY 2025. Pursuant to Rule 920 of the SGX-ST Listing Manual, there was no transaction with interested persons for FY 2025 that warrants a shareholders' mandate.

Material Contracts

There were no other material contracts with the Company or its subsidiaries involving the interest of any CEO, Director or controlling shareholder subsisting at the end of FY 2025, other than disclosed in other parts of the Annual Report.

Sustainability Report

Under Practice Note 7.6 - Sustainability Reporting Guide issued by SGX-ST, the Board should determine the environmental, social and governance factors identified as material to the Group's business and ensure that they are monitored and managed. The Board has ultimate responsibility for the issuer's sustainability reporting. In this regard, the Company has established a Sustainability Committee to assist the Board in the execution of its responsibilities.

The Company has made available its full Sustainability Report for FY 2025 together with this Annual Report in accordance with Rule 711A of the Listing Manual.

CORPORATE GOVERNANCE

SUMMARY OF DISCLOSURES – CORPORATE GOVERNANCE

Rule 710 of the Listing Manual requires Singapore-listed companies to describe their corporate governance practices with specific reference to the Code in their Annual Reports for the financial years commencing on or after 1 January 2019. This summary of disclosures describes our corporate governance practices with specific reference to the disclosure requirements in the principles and provisions of the Code.

BOARD MATTERS

The Board's conduct of affairs

<i>Principle 1</i>	Page
Provision 1.1	68
Provision 1.2	70
Provision 1.3	70
Provision 1.4	68, 70, 71, 72, 73, 74, 75, 76, 80 and 81
Provision 1.5	69 and 74
Provision 1.6	69
Provision 1.7	68 - 69

BOARD COMPOSITION AND GUIDANCE

<i>Principle 2</i>	Page
Provision 2.1	71
Provision 2.2	71 and 73
Provision 2.3	71
Provision 2.4	71 - 72
Provision 2.5	73

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

<i>Principle 3</i>	Page
Provision 3.1	72
Provision 3.2	72
Provision 3.3	72

BOARD MEMBERSHIP

<i>Principle 4</i>	Page
Provision 4.1	73
Provision 4.2	73
Provision 4.3	73 - 74
Provision 4.4	71 and 74
Provision 4.5	74

BOARD PERFORMANCE

<i>Principle 5</i>	Page
Provision 5.1	75
Provision 5.2	75

REMUNERATION MATTERS

Procedures for Developing Remuneration Policies

<i>Principle 6</i>	Page
Provision 6.1	76
Provision 6.2	76
Provision 6.3	76
Provision 6.4	76 - 77

Level and Mix of Remuneration

<i>Principle 7</i>	Page
Provision 7.1	76
Provision 7.2	77
Provision 7.3	76

Disclosure on Remuneration

<i>Principle 8</i>	Page
Provision 8.1	77 - 78
Provision 8.2	78
Provision 8.3	78 - 79

ACCOUNTABILITY AND AUDIT

Risk Management and Internal Controls

<i>Principle 9</i>	Page
Provision 9.1	79
Provision 9.2	79 - 80

AUDIT AND RISK COMMITTEE

<i>Principle 10</i>	Page
Provision 10.1	81
Provision 10.2	80 - 81
Provision 10.3	80 - 81
Provision 10.4	83
Provision 10.5	81

SHAREHOLDER RIGHTS AND ENGAGEMENT

Shareholder Rights and Conduct of General Meeting

<i>Principle 11</i>	Page
Provision 11.1	83
Provision 11.2	84
Provision 11.3	83
Provision 11.4	84
Provision 11.5	84
Provision 11.6	84

ENGAGEMENT WITH SHAREHOLDERS

<i>Principle 12</i>	Page
Provision 12.1	84
Provision 12.2	84
Provision 12.3	84

MANAGING STAKEHOLDERS RELATIONSHIPS

Engagement with Stakeholders

<i>Principle 13</i>	Page
Provision 13.1	85
Provision 13.2	85
Provision 13.3	85

DIRECTORS' STATEMENT

For the Financial Year Ended 31 December 2025

The Directors are pleased to present their statement to the members together with the audited consolidated financial statements of Hiap Hoe Limited (the "**Company**") and its subsidiaries (collectively, the "**Group**") for the financial year ended 31 December 2025 and the balance sheet of the Company as at 31 December 2025.

In the opinion of the Directors,

- (a) the consolidated financial statements of the Group and the balance sheet 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 2025 and of the financial performance, changes in equity and cash flows of the Group for the financial year ended on that date in accordance with the provisions of the Companies Act 1967 and Singapore Financial Reporting Standards (International); and
- (b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

The Board of Directors has, on the date of this statement, authorised these financial statements for issue.

DIRECTORS

The Directors of the Company in office at the date of this report are:

Teo Ho Beng
Teo Keng Joo, Marc
Tan Kim Seng
Chan Kum Onn Roger
Ong Seet Joon Amos
Kwok Chui Lian

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 the object is, to enable the Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

DIRECTORS' INTERESTS IN SHARES AND DEBENTURES

The following Directors, 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 Companies Act 1967, an interest in the shares of the Company and related corporations (other than wholly-owned subsidiaries), as stated below:

DIRECTORS' STATEMENT

For the Financial Year Ended 31 December 2025

DIRECTORS' INTERESTS IN SHARES AND DEBENTURES (CONT'D)

Name of Director	Direct interest			Deemed interest		
	At the beginning of financial year	At the end of financial year	At 21 January 2026	At the beginning of financial year	At the end of financial year	At 21 January 2026
<u>The Company</u>						
Hiap Hoe Limited (Ordinary shares)						
Teo Ho Beng	4,682,100	5,682,100	5,682,100	349,578,726	349,578,726	349,578,726
<u>The immediate and ultimate holding company</u>						
Hiap Hoe Holdings Pte Ltd (Ordinary shares)						
Teo Ho Beng	6,345,664	6,345,664	6,345,664	–	–	–
<u>Subsidiary</u>						
SuperBowl Holdings Limited (Ordinary shares)						
Teo Ho Beng	1,000	1,000	1,000	322,496,480	322,497,480	322,497,480

By virtue of Section 7 of the Companies Act 1967, Mr Teo Ho Beng is deemed to have interests in the shares of each of the wholly-owned subsidiaries of Hiap Hoe Limited, Hiap Hoe Holdings Pte Ltd and SuperBowl Holdings Limited.

Except as disclosed in this statement, no Director who held office at the end of the financial year had interests in shares, share options, warrants or debentures of the Company, or of its related corporations, either at the beginning of the financial year, on the date of appointment as a Director during the financial year (as the case may be), or at the end of the financial year.

OTHER INFORMATION REQUIRED BY THE SINGAPORE EXCHANGE SECURITIES TRADING LIMITED

Except as disclosed in Note 32 to the financial statements, no material contracts of the Company and its subsidiaries involving the interests of the Chief Executive Officer, the Directors or controlling shareholders subsisted at the end of the financial year or were entered into since the beginning of the financial year.

DIRECTORS' STATEMENT

For the Financial Year Ended 31 December 2025

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee (the "**ARC**") at the end of the financial year comprises the following members:

Chan Kum Onn Roger (Chairman)
Kwok Chui Lian
Ong Seet Joon Amos

The ARC carried out its functions in accordance with Section 201B(5) of the Companies Act 1967, including the following:

- reviewed the audit plans of the internal and external auditors of the Group and the Company, reviewed the internal auditor's evaluation of the adequacy of the Company's system of internal accounting controls and the assistance given by the Group and the Company's management team (the "**Management**") to the internal and external auditors;
- reviewed the half yearly and annual financial statements and the auditor's report on the consolidated financial statements of the Group and the balance sheet of the Company before their submission to the Board of Directors;
- reviewed effectiveness of the Group's and the Company's material internal controls, including financial, operational, compliance and information technology controls, and risk management, noting the reviews carried out by the Company's internal auditors;
- met with the external auditor, other committees, and the Management in separate executive sessions to discuss any matters that these groups believe should be discussed privately with the ARC;
- reviewed legal and regulatory matters that may have a material impact on the financial statements, related compliance policies and programmes and any reports received from regulators;
- reviewed the cost effectiveness and the independence and objectivity of the external auditor;
- reviewed the nature and extent of non-audit services provided by the external auditor;
- recommended to the Board of Directors the external auditor to be nominated, approved the compensation of the external auditor, and reviewed the scope and results of the audit;
- reviewed the assurance from the Chief Executive Officer and the Chief Financial Officer on the financial records and financial statements;
- reported actions and minutes of the ARC to the Board of Directors with such recommendations as the ARC considers appropriate;
- reviewed interested person transactions in accordance with the requirements of the Singapore Exchange Securities Trading Limited's Listing Manual; and
- reviewed and oversaw arrangements by which employees of the Group may, in confidence, raise concerns about possible improprieties in matters of financial reporting or other matters and ensured that arrangements are in place for such concerns to be raised and independently investigated and for appropriate follow up actions to be taken.

DIRECTORS' STATEMENT

For the Financial Year Ended 31 December 2025

AUDIT AND RISK COMMITTEE (CONT'D)

The ARC, having reviewed all the non-audit services provided by the external auditor to the Group, is satisfied that the nature and extent of such services would not affect the independence of the external auditor. The ARC has also conducted a review of interested person transactions.

The ARC convened two (2) meetings during the year with full attendance from all members. The ARC also met with the external auditor without the presence of the Company's Management, which it does at least once a year.

Further details regarding the ARC are disclosed in the Report on Corporate Governance.

In appointing our auditors for the Company and subsidiaries, we have complied with Rules 712 and 715 of the SGX Listing Manual.

INDEPENDENT AUDITOR

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

On behalf of the Board of Directors

Teo Ho Beng
Director

Teo Keng Joo, Marc
Director

Singapore
10 April 2026

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HIAP HOE LIMITED

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Hiap Hoe 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 2025, and the consolidated income statement, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group 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 and the balance sheet of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the “**Act**”) and Singapore Financial Reporting Standards (International) (“**SFRS(I)**”) so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2025 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group for the year ended on that date.

Basis for Opinion

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

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.

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HIAP HOE LIMITED

Key Audit Matters (Cont'd)

Carrying value of investment properties and properties included in property, plant and equipment

As at 31 December 2025, the Group's investment properties and properties included in property, plant and equipment amounted to \$527,119,521 and \$503,097,009. In aggregate, these property assets represented 60.6% of the Group's total assets. These assets are accounted using the cost model. For the purpose of assessing whether there is any indication that the asset is impaired, and recoverable amount where necessary, management considers both external and internal sources of information including the fair values appraised by the external valuers. The fair value assessment is complex and highly dependent on a range of assumptions made by the external valuers. Accordingly, we have identified this as a key audit matter.

As part of the audit, we reviewed and obtained an understanding of the Group's policies and procedures in identifying trigger events for potential impairment and material changes in the carrying value of the property assets. We evaluated the objectivity, independence and expertise of the external valuers. We also assessed the appropriateness of the valuation techniques and basis for the significant assumptions and estimates used, including key valuation adjustments made by the external valuers in response to the changes in market and economic conditions. Where management used fair value as a basis to determine recoverable amount, we evaluated the appropriateness of this basis in light of the relevant accounting standard requirements. Where applicable, we also involved our internal real estate valuation specialists to assist with the review on appropriateness of the key inputs used in the valuation process by comparing against achieved rates and yields of comparable properties. Key inputs evaluated include capitalisation rates, discount rates, terminal yield rates, and relevant market pricing benchmarks. We evaluated the adequacy of the related disclosures in the financial statements relating to the investment properties and properties included in property, plant and equipment in Note 13 and Note 12 to the financial statements.

Valuation of unquoted investments

The Group has unquoted investments which include fixed income instruments, mutual and private equity funds. These unquoted investments are measured at fair value with corresponding fair value changes recognised in profit or loss. As at 31 December 2025, these investments amounted to \$255,374,718.

The fair values of unquoted investments are determined based on various valuation techniques which involved the use of assumptions and estimates determined by financial institutions managing these investments and application of management judgement. Estimation uncertainty exists for the valuation as these investments are not traded in an active market and the valuation techniques involved the use of significant unobservable inputs. The valuation of the unquoted investments was considered a key audit matter given the significance of judgements and estimates involved. Further, evolving market and economic conditions have increased the risk around these judgements and estimates.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HIAP HOE LIMITED

Valuation of unquoted investments (Cont'd)

As part of the audit, we obtained an understanding of management's processes in determining the valuation of unquoted investments. For unquoted investments managed by financial institutions, we obtained valuation statements issued by the respective financial institutions to compare the fair values recorded by the Group and to verify the existence and ownership of the investments. For material unquoted investments, we evaluated the reasonableness of the valuation techniques and inputs used by comparing the valuation to supporting financial information of the underlying investees such as audited financial statements and investor reports. For unquoted investments managed by the Group, we evaluated the appropriateness of the valuation techniques, inputs and assumptions used by management. For selected unquoted investments, we involved our internal valuation specialists to assess the appropriateness of the valuation approach used by management and compared the valuation determined by management with valuation outcomes obtained based on peer companies' valuation multiples in relation to these investments. We checked the arithmetic accuracy of management's fair value computation and evaluated the adequacy of financial statement disclosures in Note 21 and Note 37 to the financial statements.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report.

Our opinion on the financial statements does not cover the other information and we do not and will 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 identified above 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 on the other information, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Directors for the Financial Statements

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

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HIAP HOE LIMITED

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HIAP HOE LIMITED

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

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

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

Report on Other Legal and Regulatory Requirements

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

The engagement partner on the audit resulting in this independent auditor's report is Briston Loo.

Ernst & Young LLP
Public Accountants and
Chartered Accountants
Singapore
10 April 2026

CONSOLIDATED INCOME STATEMENT

For the Financial Year Ended 31 December 2025

	Note	2025 \$	2024 \$
Revenue	4	135,002,022	125,357,442
<u>Other items of income</u>			
Dividend income		7,854,326	7,116,840
Other income	5	9,149,832	25,882,927
Impairment loss on trade receivables written back	17	118,028	59,311
Interest income	6	8,376,199	7,032,246
Fair value changes in financial instruments	8	30,233,428	24,257,078
		55,731,813	64,348,402
Employee benefits expense	7	(34,524,950)	(34,528,188)
Depreciation of property, plant and equipment	12	(23,037,279)	(22,780,085)
Depreciation of investment properties	13	(9,162,042)	(9,387,523)
Finance costs	6	(26,487,500)	(38,543,495)
Foreign exchange loss		(2,461,855)	(6,555,330)
Impairment loss on trade receivables	17	(17,252)	(10,577)
Other expenses	9	(58,464,835)	(60,699,974)
Profit before tax		36,578,122	17,200,672
Income tax expense	10	(6,027,851)	(10,640,123)
Profit for the year		30,550,271	6,560,549
Attributable to:			
Owners of the Company		30,371,090	6,568,980
Non-controlling interests		179,181	(8,431)
Total		30,550,271	6,560,549
Earnings per share attributable to owners of the Company (cents per share)			
Basic	11	6.45	1.40
Diluted	11	6.45	1.40

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 2025

	2025 \$	2024 \$
Profit for the year	30,550,271	6,560,549
Other comprehensive income/(loss) item that may be reclassified subsequently to income statement		
- Foreign currency translation	2,055,423	(7,663,684)
Other comprehensive income/(loss) for the year, net of tax of nil	<u>2,055,423</u>	<u>(7,663,684)</u>
Total comprehensive income/(loss) for the year	<u>32,605,694</u>	<u>(1,103,135)</u>
Attributable to:		
Owners of the Company	32,426,513	(1,094,704)
Non-controlling interests	<u>179,181</u>	<u>(8,431)</u>
Total comprehensive income/(loss) for the year	<u>32,605,694</u>	<u>(1,103,135)</u>

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

BALANCE SHEETS

As at 31 December 2025

	Note	Group		Company	
		2025	2024	2025	2024
		\$	\$	\$	\$
Non-current assets					
Property, plant and equipment	12	542,584,611	559,822,729	–	–
Investment properties	13	527,119,521	532,539,240	–	–
Subsidiaries	14	–	–	622,601,021	622,601,021
Joint venture	15	–	–	8,894,767	5,154,947
Other receivables	17	3,202,652	3,095,029	–	–
Lease incentives	17	9,084,691	8,568,710	–	–
Deferred tax assets	20	4,228,034	5,807,789	–	–
		1,086,219,509	1,109,833,497	631,495,788	627,755,968
Current assets					
Other investments	21	461,045,506	398,318,158	–	–
Inventories	22	1,668,139	1,651,446	–	–
Other assets	16	383,595	398,886	–	–
Trade and other receivables	17	6,880,071	6,465,686	6,000	–
Lease incentives	17	1,749,568	1,357,830	–	–
Prepaid operating expenses		1,788,862	1,552,509	301	147
Due from subsidiaries, trade	18	–	–	403,378	769,778
Due from subsidiaries, non-trade	18	–	–	37,188,606	21,106,594
Due from a related company, non-trade	19	2,034	–	–	–
Derivatives – assets	23	20	300	–	–
Completed properties for sale	24	519,765	742,416	–	–
Cash and short-term deposits	25	140,101,372	69,846,265	166,156	385,913
		614,138,932	480,333,496	37,764,441	22,262,432

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

BALANCE SHEETS

As at 31 December 2025

	Note	Group		Company	
		2025 \$	2024 \$	2025 \$	2024 \$
Current liabilities					
Trade and other payables	26	5,775,882	7,888,056	72,898	62,716
Derivatives – liabilities	23	–	11,899	–	–
Due to a subsidiary, trade	18	–	–	196,401	–
Due to subsidiaries, non-trade	18	–	–	154,672,135	132,631,431
Due to a related company, trade	19	16,216	7,630	–	–
Due to a related company, non-trade	19	15,906	26,040	–	–
Interest-bearing loans and borrowings	27	246,189,138	174,047,808	–	–
Tax payable		6,170,683	7,876,557	45,000	64,000
Other liabilities	28	11,490,835	12,707,743	923,191	896,497
		269,658,660	202,565,733	155,909,625	133,654,644
Non-current liabilities					
Interest-bearing loans and borrowings	27	607,334,866	594,255,118	–	–
Deferred tax liabilities	20	67,842,718	68,004,804	–	–
Other liabilities	28	8,215,461	7,110,578	–	–
		683,393,045	669,370,500	–	–
Net assets					
		747,306,736	718,230,760	513,350,604	516,363,756
Equity attributable to owners of the Company					
Share capital	29	83,344,131	84,445,256	83,344,131	84,445,256
Treasury shares	30	–	(1,101,125)	–	(1,101,125)
Reserves	31	660,673,546	631,776,221	430,006,473	433,019,625
		744,017,677	715,120,352	513,350,604	516,363,756
Non-controlling interests		3,289,059	3,110,408	–	–
Total equity		747,306,736	718,230,760	513,350,604	516,363,756

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

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the Financial Year Ended 31 December 2025

Group	Share capital (Note 29) \$	Treasury shares (Note 30) \$	Accumulated profits \$	Capital reserve \$	Foreign currency translation reserve \$	Gain on reissuance of treasury shares \$	Total reserves (Note 31) \$	Total equity attributable to equity holders of the Company \$	Non-controlling interests \$	Total equity \$
At 1 January 2025	84,445,256	(1,101,125)	677,644,390	(7,671,719)	(38,248,340)	51,890	631,776,221	715,120,352	3,110,408	718,230,760
Profit for the year	-	-	30,371,090	-	-	-	30,371,090	30,371,090	179,181	30,550,271
Foreign currency translation	-	-	-	-	2,055,423	-	2,055,423	2,055,423	-	2,055,423
Other comprehensive income net of tax of nil	-	-	-	-	2,055,423	-	2,055,423	2,055,423	-	2,055,423
Total comprehensive income for the year	-	-	30,371,090	-	2,055,423	-	32,426,513	32,426,513	179,181	32,605,694
Contributions by and distributions to owners										
Dividends on ordinary shares (Note 35)	-	-	(3,529,188)	-	-	-	(3,529,188)	(3,529,188)	-	(3,529,188)
Acquisition of non-controlling interests	-	-	-	-	-	-	-	-	(530)	(530)
Cancellation of treasury shares	(1,101,125)	1,101,125	51,890	-	-	(51,890)	-	-	-	-
Total contributions by and distributions to owners	(1,101,125)	1,101,125	(3,477,298)	-	-	(51,890)	(3,529,188)	(3,529,188)	(530)	(3,529,718)
At 31 December 2025	83,344,131	-	704,538,182	(7,671,719)	(36,192,917)	-	660,673,546	744,017,677	3,289,059	747,306,736

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

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the Financial Year Ended 31 December 2025

Group	Share capital (Note 29) \$	Treasury shares (Note 30) \$	Accumulated profits \$	Capital reserve \$	Foreign currency translation reserve \$	Gain on reissuance of treasury shares \$	Total reserves (Note 31) \$	Total equity attributable to equity holders of the Company \$	Non-controlling interests \$	Total equity \$
At 1 January 2024	84,445,256	(1,101,125)	674,604,598	(7,671,719)	(30,584,656)	51,890	636,400,113	719,744,244	3,126,539	722,870,783
Profit/(loss) for the year	–	–	6,568,980	–	–	–	6,568,980	6,568,980	(8,431)	6,560,549
Foreign currency translation	–	–	–	–	(7,663,684)	–	(7,663,684)	(7,663,684)	–	(7,663,684)
Other comprehensive loss net of tax of nil	–	–	–	–	(7,663,684)	–	(7,663,684)	(7,663,684)	–	(7,663,684)
Total comprehensive income/(loss) for the year	–	–	6,568,980	–	(7,663,684)	–	(1,094,704)	(1,094,704)	(8,431)	(1,103,135)
Contributions by and distributions to owners										
Dividends on ordinary shares (Note 35)	–	–	(3,529,188)	–	–	–	(3,529,188)	(3,529,188)	–	(3,529,188)
Acquisition of non-controlling interests	–	–	–	–	–	–	–	–	(7,700)	(7,700)
Total contributions by and distributions to owners	–	–	(3,529,188)	–	–	–	(3,529,188)	(3,529,188)	(7,700)	(3,536,888)
At 31 December 2024	84,445,256	(1,101,125)	677,644,390	(7,671,719)	(38,248,340)	51,890	631,776,221	715,120,352	3,110,408	718,230,760

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

CONSOLIDATED STATEMENT OF CASH FLOWS

For the Financial Year Ended 31 December 2025

	Note	2025 \$	2024 \$
Operating activities			
Profit before tax		36,578,122	17,200,672
Adjustments for:			
Impairment loss on trade receivables	17	17,252	10,577
Impairment loss on trade receivables written back	17	(118,028)	(59,311)
Amortisation of deferred income	5	(250,000)	(214,845)
Amortisation of lease incentives		1,802,001	1,361,911
Depreciation of investment properties	13	9,162,042	9,387,523
Depreciation of property, plant and equipment	12	23,037,279	22,780,085
Dividend income from investments		(7,854,326)	(7,116,840)
Fair value changes in other investments	8	(30,221,809)	(24,555,150)
Fair value changes in derivative instruments	8	(11,619)	298,072
(Gain)/loss on disposal of other investments	5,9	(65,697)	377,390
Gain on disposal of property, plant and equipment/asset held-for-sale	5	(88,880)	(18,173,105)
Derecognition of a lease liability	5	(333)	–
Write back of impairment loss on an investment property	5	(2,539,045)	–
Impairment loss on investment properties	9	534,101	4,079,775
Finance costs	6	26,487,500	38,543,495
Interest income	6	(8,376,199)	(7,032,246)
Property, plant and equipment written off	9	11,425	9,456
Exchange difference		2,733,489	5,719,668
Operating cash flows before changes in working capital		50,837,275	42,617,127
<u>Changes in working capital</u>			
(Increase)/decrease in:			
Due from a related company, non-trade		(2,034)	904
Inventories		(13,902)	622,803
Other assets		16,363	(46,880)
Payment of upfront lease incentives		(2,484,600)	(561,043)
Prepaid operating expenses		(230,538)	403,199
Completed properties for sale		238,853	765,046
Trade and other receivables		422,242	274,592
Increase/(decrease) in:			
Due to a related company, trade		8,586	(60,156)
Due to a related company, non-trade		(10,134)	392
Other liabilities		90,982	(2,118,657)
Trade and other payables		(2,150,169)	(477,129)
Cash flows generated from operations		46,722,924	41,420,198
Income tax paid		(6,223,351)	(3,723,873)
Net cash flows generated from operating activities		40,499,573	37,696,325

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

CONSOLIDATED STATEMENT OF CASH FLOWS

For the Financial Year Ended 31 December 2025

	Note	2025 \$	2024 \$
Investing activities			
Dividend income received and return of capital		20,620,362	7,168,412
Interest income received and settlement of derivatives		7,711,577	6,546,875
Additions to property, plant and equipment	A(i)	(2,180,078)	(34,759,742)
Proceeds from disposal of other investments		14,284,005	17,895,592
Proceeds from disposal of property, plant and equipment/asset held-for-sale	A(ii)	102,722	77,945,654
Purchase of other investments		(59,489,883)	(50,184,707)
Net cash flows (used in)/generated from investing activities		(18,951,295)	24,612,084
Financing activities			
Acquisition of non-controlling interests		(530)	(7,700)
Dividends paid on ordinary shares by the Company		(3,529,188)	(3,529,188)
Interest paid	B	(20,576,691)	(30,729,849)
Changes in cash and bank balances pledged		1,411,734	1,406,767
Changes in fixed deposits pledged		(81,430,342)	(19,438,930)
Proceeds from loans and borrowings	B	850,116,503	191,698,587
Repayment of loans and borrowings	B	(774,269,183)	(186,248,244)
Repayment of principal portion of lease liabilities	B	(4,007,965)	(3,709,898)
Net cash flows used in financing activities		(32,285,662)	(50,558,455)
Net (decrease)/increase in cash and cash equivalents		(10,737,384)	11,749,954
Effect of exchange rate changes on cash and cash equivalents		273,792	(464,302)
Cash and cash equivalents at beginning of year		23,463,459	12,177,807
Cash and cash equivalents at end of year (Note 25)		12,999,867	23,463,459

A. (i) Additions to property, plant and equipment

During the year, the Group added property, plant and equipment of \$4,430,865 (2024: \$38,535,584) which included non-cash additions to right-of-use assets of \$2,250,787 (2024: \$169,442). Included in 2024 was the acquisition of Great Eastern Motor Lodge ("GEML") of S\$36,947,000 (A\$42,051,000). The Group had transferred from other assets relating to a deposit paid in prior year for GEML of \$3,606,400 (A\$4,000,000) and the balance of \$34,759,742 was made in cash.

(ii) Proceeds from disposal of property, plant and equipment/asset held-for-sale

Included in 2024 was the net proceeds from the disposal of the hotel at Four Points by Sheraton, Melbourne Docklands of \$77,935,351 (A\$88,543,000).

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

CONSOLIDATED STATEMENT OF CASH FLOWS

For the Financial Year Ended 31 December 2025

B. Reconciliation of liabilities arising from financing activities

	1 January 2025 \$	Cash flows \$	Non-cash changes			Derecognition of lease \$	31 December 2025 \$
			Interest expense \$	Foreign exchange movement \$	New leases \$		
Lease liabilities	25,411,732	(5,050,838)	1,042,873	2,310	2,250,787	(16,637)	23,640,227
Loans and borrowings	742,891,194	56,313,502	25,444,627	5,234,454	–	–	829,883,777
	768,302,926	51,262,664	26,487,500	5,236,764	2,250,787	(16,637)	853,524,004

	1 January 2024 \$	Cash flows \$	Non-cash changes			31 December 2024 \$
			Interest expense \$	Foreign exchange movement \$	New leases \$	
Lease liabilities	28,955,713	(4,872,310)	1,162,412	(3,525)	169,442	25,411,732
Loans and borrowings	730,191,015	(24,117,094)	37,381,083	(563,810)	–	742,891,194
	759,146,728	(28,989,404)	38,543,495	(567,335)	169,442	768,302,926

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 2025

1. CORPORATE INFORMATION

Hiap Hoe Limited (the “Company”) is a limited liability company incorporated and domiciled in Singapore and is listed on the Singapore Exchange Securities Trading Limited (SGX-ST) Mainboard.

The registered office and principal place of business of the Company is located at 18 Ah Hood Road #13-51, Hiap Hoe Building At Zhongshan Park, Singapore 329983.

The principal activities of the Company are those of investment holding and provision of management services. The principal activities of the subsidiaries are disclosed in Note 14 to the financial statements. There has been no significant change in the nature of these activities during the financial year.

Its immediate and ultimate holding company is Hiap Hoe Holdings Pte Ltd, a company incorporated in Singapore. Related companies refer to members of the immediate and ultimate holding company's group of companies.

2. MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Basis of preparation

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

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

The financial statements are presented in Singapore Dollars (SGD or \$) unless otherwise stated.

2.2 Changes in accounting policies

The accounting policies adopted are consistent with those of the previous financial year except in the current financial year, the Group has adopted all the new SFRS(I) and Amendments to SFRS(I) that are effective for annual periods beginning on or after 1 January 2025. The adoption of these standards did not have any effect on the financial performance of the Group or financial position of the Group and the Company.

2.3 Standards issued but not yet effective

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

Description	Effective for annual periods beginning on or after
Various Annual Improvements to SFRS(I) – Volume 11	1 January 2026
SFRS(I) 9, SFRS(I) 7 Amendments to SFRS(I) 9 and SFRS(I) 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
SFRS(I) 18 Presentation and Disclosure in Financial Statements	1 January 2027

The Group has performed a preliminary assessment and the directors expect that the adoption of the standards above will have no material impact on the financial statements in the period of initial application except for the changes as described below.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

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

SFRS(I) 18 Presentation and Disclosure in Financial Statements

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

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

In addition, 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, and the amendments to the other standards, is effective for reporting periods beginning on or after 1 January 2027, but earlier application is permitted and must be disclosed. SFRS(I) 18 will apply retrospectively.

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.

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

- de-recognises the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts at the date when control is lost;
- de-recognises the carrying amount of any non-controlling interest;
- de-recognises the cumulative translation differences recorded in equity;
- recognises the fair value of the consideration received;
- recognises the fair value of any investment retained;
- recognises any surplus or deficit in profit or loss;

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

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

(a) Basis of consolidation (Cont'd)

- re-classifies the Group's share of components previously recognised in other comprehensive income to profit or loss or retained earnings, as appropriate.

(b) Business combinations

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

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

In business combinations achieved in stages, previously held equity interests in the acquiree are remeasured to fair value at the acquisition date and any corresponding gain or loss is 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 the acquiree's net assets, are recognised on the acquisition date either at fair value, or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets. The measurement basis taken is elected on a transaction-by-transaction basis. All other non-controlling interests are measured at acquisition date fair value, unless another measurement basis is required by SFRS(I)s.

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.

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, and are represented separately in the consolidated statement of comprehensive income and within equity in the consolidated balance sheet, separately from equity attributable 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.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.6 Foreign currency

The financial statements are presented in SGD, 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 reporting period are recognised in profit or loss. However, in the consolidated financial statements, exchange differences arising on monetary items that form part of the Group's net investment in foreign operations are recognised initially in other comprehensive income and accumulated under foreign currency translation reserve in equity. The foreign currency translation reserve is reclassified from equity to profit or loss of the Group on disposal of the foreign operation.

(b) Consolidated financial statements

For consolidation, 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 and accumulated in the foreign currency translation reserve. On disposal of a foreign operation, the component of foreign currency translation reserve relating to that particular foreign operation is recognised in profit or loss.

In the case of a partial disposal without loss of control of a subsidiary that includes a foreign operation, the proportionate share of the cumulative amount of the exchange differences are re-attributed to non-controlling interest and are not recognised in profit or loss. For partial disposals of associates or jointly controlled entities that are foreign operations, the proportionate share of the accumulated exchange differences is reclassified to profit or loss.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.7 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. Subsequent to initial recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses. The cost includes the cost of replacing part of the property, plant and equipment and borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying property, plant and equipment. The accounting policy for borrowing costs is set out in Note 2.19. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably.

When significant parts of property, plant and equipment are required to be replaced in intervals, the Group recognises such parts as individual assets with specific useful lives and depreciation, respectively. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in profit or loss as incurred.

Depreciation is computed on a straight-line basis to allocate the depreciable amount over the estimated useful lives (or lease term, if shorter). Leased assets are depreciated over the shorter of the lease terms and their useful lives unless it is reasonably certain that the Group will obtain ownership by end of the lease term.

The estimated useful lives of property, plant and equipment are as follows:

Freehold properties	- 50 years
Leasehold land and properties	- over remaining period of lease (subject to a maximum of 50 years)
Motor vehicles	- 5 to 10 years
Furniture, fittings and office equipment	- 1 to 20 years
Plant and machinery	- 3 to 15 years
Leased premises	- over remaining period of lease

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

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 values, useful lives and depreciation methods 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 arising on de-recognition of the asset is included in profit or loss in the year the asset is derecognised.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.8 Investment properties

Investment properties are properties that are held to earn rentals or for capital appreciation, or both, rather than for use in the production or supply of goods or services, or for administrative purposes, or for sale in the ordinary course of business. Investment properties comprise completed investment properties and properties that are being constructed or developed for future use as investment properties. Right-of-use assets are classified as investment properties when the definition of an investment property is met.

Plant and machinery included under investment properties are initially measured at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses. Depreciation is calculated on plant and machinery using a straight-line method to allocate the depreciable amounts over the estimated useful lives ranging from 3 to 15 years.

Investment properties are initially measured at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses, similar to the policy for property, plant and equipment. Depreciation is calculated using a straight-line method to allocate the depreciable amounts over the estimated remaining useful lives of a maximum of 50 years for freehold properties, and the remaining period of lease or a maximum of 50 years, whichever is lower for leasehold properties. The residual values, useful lives and depreciation method of investment properties are reviewed, and adjusted as appropriate, at end of each reporting period. The effects of any revision are included in profit or loss when the changes arise.

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.

Transfers are made to or from investment property only when there is a change in use. As the Group uses the cost model, transfers between investment property, owner-occupied property and inventories do not change the carrying amount of the property transferred and they do not change the cost of that property for measurement or disclosure purposes.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.9 Impairment of non-financial assets

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

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs 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 groups 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. In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples or other available fair value indicators.

Impairment losses of continuing operations are recognised in profit or loss in those expense categories consistent with the function of the impaired asset, except for assets that are previously revalued where the revaluation was taken to other comprehensive income. In this case, the impairment is also recognised in other comprehensive income up to the amount of any previous revaluation.

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 unless the asset is measured at revalued amount, in which case the reversal is treated as a revaluation increase in other comprehensive income.

2.10 Subsidiaries

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

In the Company's balance sheet, investments in subsidiaries are accounted for at cost less any impairment losses.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.11 Joint venture

Joint venture relates to entity which the Company has joint control as a result of contractual arrangements, and rights to the net assets of the entity.

The Company accounts for its investments in the joint venture using the equity method from the date on which it becomes a joint venture.

On acquisition of the investment, any excess of the cost of the investment over the Company's share of the net fair value of the investee's identifiable assets and liabilities represents goodwill and is included in the carrying amount of the investment. Any excess of the Company'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 joint venture's profit or loss in the period in which the investment is acquired.

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

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

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

At the Group level, the interest in joint venture is reversed and consolidated as a subsidiary, as disclosed in Note 14.

The financial statements of the joint venture are prepared as the same reporting date as the Company. Where necessary, adjustments are made to bring the accounting policies in line with those of the Group.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.12 Financial instruments

(a) Financial assets

Initial recognition and measurement

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

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

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

Subsequent measurement

Investments in debt instruments

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

(i) Amortised cost

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

(ii) Fair value through other comprehensive income (FVOCI)

Financial assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Financial assets measured at FVOCI are subsequently measured at fair value. Any gains or losses from changes in fair value of the financial assets are recognised in other comprehensive income, except for impairment losses, foreign exchange gains and losses and interest calculated using the effective interest method which are recognised in profit or loss. The cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to profit or loss as a reclassification adjustment when the financial asset is de-recognised.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.12 Financial instruments (Cont'd)

(a) Financial assets (Cont'd)

Subsequent measurement (Cont'd)

Investments in debt instruments (Cont'd)

(iii) Fair value through profit or loss (FVPL)

Assets that do not meet the criteria for amortised cost or FVOCI are measured at fair value through profit or loss. A gain or loss on debt instruments that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognised in profit or loss in the period in which it arises.

Investments in equity instruments

On initial recognition of an investment in equity instrument that is not held for trading, the Group may irrevocably elect to present subsequent changes in fair value in OCI. Dividends from such investments are to be recognised in profit or loss when the Group's right to receive payments is established. Amount presented in OCI shall not be subsequently transferred to profit or loss. However, the entity may transfer the cumulative gain or loss within equity. For investments in equity instruments which the Group has not elected to present subsequent changes in fair value in OCI, changes in fair value are recognised in profit or loss.

Derivatives

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period. Changes in fair value of derivatives are recognised in profit or loss.

Derecognition

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

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.12 Financial instruments (Cont'd)

(b) Financial liabilities

Initial recognition and measurement

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

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

Financial liabilities at fair value through profit or loss include financial liabilities held for trading. Financial liabilities are classified as held-for-trading if they are acquired for the purpose of selling in the near term. This category includes derivative financial instruments entered into by the Group that are not designated as hedging instruments in hedge relationships. Subsequent to initial recognition, financial liabilities at fair value through profit or loss are measured at fair value. Any gains or losses arising from changes in fair value of the financial liabilities are recognised in profit or loss.

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 derecognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

(c) Offsetting of financial instruments

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is a legally enforceable right to offset and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.13 Impairment of financial assets

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

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

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

2.14 Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand and demand deposits. These also include bank overdrafts that form an integral part of the Group's cash management.

2.15 Completed properties for sale

Completed properties for sale are properties acquired or being constructed for sale in the ordinary course of business, rather than to be held for the Group's own use, rental or capital appreciation.

Completed properties for sale are held as inventories and are measured at the lower of cost and net realisable value.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.15 Completed properties for sale (Cont'd)

The costs of completed properties for sale include:

- Freehold rights for land;
- Amounts paid to contractors for construction; and
- Borrowing costs, planning and design costs, costs of site preparation, professional fees for legal services, property transfer taxes, construction overheads and other related costs.

Non-refundable commissions paid to sales or marketing agents on the sale of real estate units are expensed when incurred.

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

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

2.16 Inventories

Inventories, comprising consumables which include smart cards, spare parts and hotel supplies, are stated at the lower of cost and net realisable value. Cost is determined on a first-in first-out basis and includes all costs in bringing the inventories to their present location and condition. Allowance is made, where necessary, for obsolete, slow-moving and defective inventories.

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

2.17 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.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.18 Financial guarantee

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the terms of a debt instrument.

Financial guarantees are recognised initially as a liability at fair value, adjusted for transaction costs that are directly attributable to the issuance of the guarantee. Subsequent to initial recognition, financial guarantees are measured at the higher of the amount of expected credit loss determined in accordance with the policy set out in Note 2.13 and the amount initially recognised less, where appropriate, the cumulative amount of income recognised over the period of the guarantee.

2.19 Borrowing costs

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

2.20 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 companies in the Group make contributions to the Central Provident Fund scheme in Singapore, a defined contribution pension scheme. Contributions to the defined contribution pension scheme are recognised as an expense in the period in which the related service is performed.

(b) Employee leave entitlement

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

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.21 Leases

(a) As lessee

The Group assesses whether a contract is or contains a lease at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of twelve months or less) and leases of low value assets. For these leases, the Group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

Right-of-use asset

The right-of-use asset comprises the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

Whenever the Group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under SFRS(I) 1-37. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset, unless those costs are incurred to produce inventories.

Depreciation on right-of-use assets is calculated using the straight-line method to allocate their depreciable amounts over the shorter period of lease term and useful life of the underlying asset as set of in Note 2.7.

If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets (except for those which meets the definition of an investment property) are presented within Property, plant and equipment in the balance sheet [Note 12(i)].

The Group applies SFRS(I) 1-36 to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.21 Leases (Cont'd)

(a) As lessee (Cont'd)

Lease liabilities

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses the incremental borrowing rate specific to the lessee. The incremental borrowing rate is defined as the rate of interest that the lessee would have to pay to borrow over a similar term and with a similar security the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

Lease payments included in the measurement of the lease liability comprise:

- fixed lease payments (including in-substance fixed payments), less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- exercise price of purchase options, if the lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The Group has elected to not recognised right-of-use assets and lease liabilities for short-term leases that have lease terms of 12 months or less and leases of low value leases, except for sublease arrangements. Lease payments relating to these leases are expensed to profit or loss on a straight-line basis over the lease term.

Variable lease payments that are not based on an index or a rate are not included as part of the measurement and initial recognition of the lease liability. The Group shall recognise those lease payments in profit or loss in the periods that trigger those lease payments.

For all contracts that contain both lease and non-lease components, the Group has elected to not separate lease and non-lease components and account these as one single lease component.

The lease liabilities are presented within interest-bearing loans and borrowings in the balance sheet.

The lease liability is subsequently measured at amortised cost, by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.21 Leases (Cont'd)

(a) As lessee (Cont'd)

Lease liabilities (Cont'd)

The Group remeasures the lease liability (with a corresponding adjustment to the related right-of-use asset or to profit or loss if the carrying amount of the right-of-use asset has already been reduced to nil) whenever:

- (i) the lease term has changed or there is a significant event or change in circumstances resulting in a change in the assessment of exercise of a purchase option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- (ii) the lease payments change due to changes in an index or rate or a change in expected payment under a guaranteed residual value, in which cases the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used); or
- (iii) a lease contract is modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

(b) As lessor

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

The Group recognises lease payments received from investment property under operating leases as income on a straight-line basis over the lease term within "revenue" in profit or loss.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.21 Leases (Cont'd)

(b) As lessor (Cont'd)

Intermediate lessor in sublease

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sublease separately. It assesses the lease classification of a sublease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the recognition exemption, then it classifies the sublease as an operating lease.

When the sublease is assessed as a finance lease, the Group derecognises the right-of-use asset relating to the head lease that it transfers to the sublessee and recognised the net investment in the sublease within "finance lease receivables" in the balance sheet. Any differences between the right-of-use asset derecognised and the net investment in sublease is recognised in profit or loss. Lease liability relating to the head lease is retained in the balance sheet, which represents the lease payments owed to the head lessor.

2.22 Revenue

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

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

(a) Sale of completed development properties

Revenue from completed development properties are recognised at a point in time when the control of the properties has been transferred to buyers.

(b) Dividend income

Dividend income is recognised when the Group's right to receive payment is established.

(c) Rental income

Rental income arising from operating leases is accounted for on a straight-line basis over the lease terms. The aggregate costs 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 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.22 Revenue (Cont'd)

(d) Interest income

Interest income is recognised using the effective interest method.

(e) Hotel income

Revenue from operations of a hotel is recognised from the following major sources: hotel stay and sales of food and beverages.

Revenue from hotel stays are recognised over time as performance obligations are satisfied. Progress towards satisfaction of these performance obligations is measured based on the proportion of the total duration of stay that has elapsed at the end of the reporting period.

Revenue from sales of food and beverages are recognised when control of goods has transferred, being at the point in time when the food and beverages are delivered, at which point the Group is entitled to payment.

(f) Leisure income

Revenue from leisure activities is recognised when services are provided or goods consumed.

(g) Management fee and other operating income

Management fee and other operating income are recognised on an accrual basis.

2.23 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 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.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.23 Taxes (Cont'd)

(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 taxable temporary differences, except:

- Where the deferred tax liability arises from the initial recognition of goodwill or 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 interests in joint venture, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

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

- Where the deferred tax asset relating to the deductible temporary differences 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 venture, 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.

The carrying amount of deferred tax assets is reviewed at 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.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.23 Taxes (Cont'd)

(b) Deferred tax (Cont'd)

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.

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.

(c) Goods and services tax

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

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

The net amount of taxes recoverable from or payable to the taxation authorities are included as part of receivables or payables in the balance sheet.

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 Company who regularly review 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 39, including the factors used to identify the reportable segments and the measurement basis of segment information.

2.25 Share capital and share issue 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.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.26 Treasury shares

The Group's own equity instruments which are reacquired (treasury shares) are recognised at cost and deducted from equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Group's own equity instruments. Any difference between the carrying amount of treasury shares and the consideration received, if reissued, is recognised directly in equity. Voting rights related to treasury shares are nullified and no dividends are allocated to them respectively.

2.27 Contingencies

A contingent liability is:

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

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

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

2.28 Government grants

Government grants are recognised where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, it is recognised as income in equal amounts over the expected useful life of the related asset.

When the Group receives grants of non-monetary assets, the asset and the grant are recorded at nominal amounts and released to profit or loss over the expected useful life of the asset, based on the pattern of consumption of the benefits of the underlying asset by equal annual instalments.

2.29 Asset held-for-sale

The Group classifies investment properties and property, plant and equipment as held for sale if their carrying amounts will be recovered principally through sale rather than through continuing use. For this to be the case, the property must be available for immediate sale in its present condition subject only to terms that are usual and customary for sales of such property and its sale must be highly probable.

Notes to the Financial Statements

For the financial year ended 31 December 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

2.29 Asset held-for-sale (Cont'd)

For the sale to be highly probable, the following criteria must be met:

- The board must be committed to a plan to sell the property and an active programme to locate a buyer and complete the plan must have been initiated;
- The property must be actively marketed for sale at a price that is reasonable in relation to its current fair value; and
- The sale should be expected to qualify for recognition as a completed sale within one year from the date of classification.

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 Judgements made in applying accounting policies

In the process of applying the Group's accounting policies, management has made the following judgement, apart from those involving estimations, which has the most significant effect on the amounts recognised in the consolidated financial statements:

(i) Investment in A2I Holdings S.A.R.L. ("A2I")

Included in unquoted investments is investment in A2I Holdings S.A.R.L. ("A2I") which relates to the investment in Essendi (formerly known as AccorInvest Group), which owns or leases hotels mainly operated by the Accor Group. The Group holds 20.71% (2024: 20.71%) interest in A2I and its carrying value as at 31 December 2025 was \$105,991,310 (2024: \$99,544,800). A2I is a limited liability investment holding company which is incorporated and domiciled in Luxembourg.

Management has determined that the investment in A2I is passive and the Group has no significant influence in the said investee notwithstanding its 20.71% interest in the investment. The Group has accounted for A2I as investments measured at fair value through profit or loss [Note 21(iii)] and has classified the investment under level 3 of the fair value hierarchy [Note 37(c)].

3.2 Key sources of estimation uncertainty

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

Notes to the Financial Statements

For the financial year ended 31 December 2025

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (CONT'D)

3.2 Key sources of estimation uncertainty (Cont'd)

(i) Impairment of non-financial assets

Investment properties

The Group carries its investment properties at cost less accumulated depreciation and accumulated impairment, with excess of carrying value over recoverable amount being recognised as impairment in profit or loss.

In determining the recoverable amount, the Group considers both external and internal sources of information, including the fair value appraised by the external valuers, in assessing whether the properties may have been impaired. The fair value assessment is complex and highly dependent on a range of assumptions such as discount rate, capitalisation rate, terminal yield and growth rate made by the external valuers.

The carrying amounts of the investment properties as at 31 December 2025 is \$527,119,521 (2024: \$532,539,240). As at 31 December 2025, the fair value of the investment properties is \$840,711,950 (2024: \$830,846,080).

Property, plant and equipment

The Group carries its property, plant and equipment at cost less accumulated depreciation and accumulated impairment. Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. This requires estimates to be made including future revenues, operating costs, growth rates, capital expenditures and discount rates applicable to the cash flows.

The carrying amounts of property, plant and equipment as at 31 December 2025 is \$542,584,611 (2024: \$559,822,729).

(ii) Valuation of unquoted investments

The Group has unquoted investments which include fixed income instruments, mutual and private equity funds. The fair values of unquoted investments are determined based on various valuation techniques which involve the use of assumptions and estimates determined by financial institutions managing these investments and application of management judgement. Estimation uncertainty exists for the valuation as these investments are not traded in an active market and the valuation techniques involve the use of significant unobservable inputs such as revalued net asset values and price-to-book multiples of peer companies.

The carrying amounts of the unquoted investment as at 31 December 2025 are \$255,374,718 (2024: \$234,307,331). If the price of the unquoted investments had been 2% higher/lower with all other variables held constant, the Group's profit net of tax would have been approximately \$4,877,000 (2024: \$4,457,000) higher/lower, arising as a result of higher/lower fair value gains on unquoted investments.

Notes to the Financial Statements

For the financial year ended 31 December 2025

4. REVENUE

The Group derives its revenue from the transfer of goods and services over time and at a point in time for the following major products lines. This is consistent with the revenue information that is disclosed for each reportable segment under SFRS(I) 8 (Note 39).

Disaggregation of revenue

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

Group	Rental and carpark income \$	Leisure business \$	Hotel income \$	Total revenue \$
2025				
Major product or service lines				
Residential properties	459,000	–	–	459,000
Commercial and industrial properties	28,911,981	–	–	28,911,981
Hotel operations and related income	–	–	94,818,627	94,818,627
Owner and operators of bowling centres and recreation centres	–	10,812,414	–	10,812,414
	29,370,981	10,812,414	94,818,627	135,002,022

Timing of transfer of goods or services (excluding lease rental income*) from contracts with customers

At a point in time	1,146,635	10,707,171	21,190,252	33,044,058
Over time	1,315,540	105,243	73,628,375	75,049,158
	2,462,175	10,812,414	94,818,627	108,093,216

Group	Development properties \$	Rental and carpark income \$	Leisure business \$	Hotel income \$	Total revenue \$
2024					
Major product or service lines					
Residential properties	1,020,824	478,837	–	–	1,499,661
Commercial and industrial properties	–	28,810,020	–	–	28,810,020
Hotel operations and related income	–	–	–	83,976,369	83,976,369
Owner and operators of bowling centres and recreation centres	–	–	11,071,392	–	11,071,392
	1,020,824	29,288,857	11,071,392	83,976,369	125,357,442

Timing of transfer of goods or services (excluding lease rental income*) from contracts with customers

At a point in time	1,020,824	1,027,373	10,973,167	18,145,448	31,166,812
Over time	–	1,310,130	98,225	65,830,921	67,239,276
	1,020,824	2,337,503	11,071,392	83,976,369	98,406,088

Revenue represents the fair value of goods and services supplied. The Group's revenue from sale of completed development properties is recognised based on the completion method. There are no performance obligations that are unsatisfied (or partially unsatisfied) as at the end of the reporting period.

* Excluding rental income from lease of properties which is out of scope of SFRS(I) 15 Revenue from Contracts with Customers.

Notes to the Financial Statements

For the financial year ended 31 December 2025

5. OTHER INCOME

Group	2025 \$	2024 \$
Amortisation of deferred income (Note 28)	250,000	214,845
Defects claims received	–	851,485
Derecognition of a lease liability	333	–
Gain on disposal of property, plant and equipment/asset held-for-sale	88,880	18,173,105
Gain on disposal of investments	65,697	–
Government grants ⁽¹⁾	173,117	440,434
Property recovery income	5,508,107	6,031,879
Write back of impairment loss on an investment property (Note 13)	2,539,045	–
Miscellaneous income	524,653	171,179
	9,149,832	25,882,927

(1) Government grants relate mainly to various employment schemes.

6. INTEREST INCOME/(FINANCE COSTS)

Group	2025 \$	2024 \$
Interest income		
- fixed deposits	2,423,934	2,091,386
- other investments	5,615,341	4,666,793
- others	336,924	274,067
	8,376,199	7,032,246
Finance costs		
- interest on bank loans	(25,444,627)	(37,381,083)
- interest on lease liabilities	(1,042,873)	(1,162,412)
	(26,487,500)	(38,543,495)

7. EMPLOYEE BENEFITS EXPENSE

Group	2025 \$	2024 \$
Wages, salaries and bonuses	28,590,964	28,710,915
Central Provident Fund contributions	2,188,542	2,127,440
Other staff costs	3,171,047	3,264,421
Casual labour	574,397	425,412
	34,524,950	34,528,188

Employee benefits include compensation of key management personnel as disclosed in Note 32(b).

Notes to the Financial Statements

For the financial year ended 31 December 2025

8. FAIR VALUE CHANGES IN FINANCIAL INSTRUMENTS

Group	2025 \$	2024 \$
Fair value changes in derivative instruments (Note 23)	11,619	(298,072)
Fair value changes in other investments [Note 21(vi)]	30,221,809	24,555,150
	30,233,428	24,257,078

9. OTHER EXPENSES

Group	2025 \$	2024 \$
Audit fees paid to the		
- auditor of the Company	415,404	414,571
- other auditors	73,657	50,136
Non-audit fees paid to the		
- auditor of the Company	71,131	78,831
- other auditors	13,594	16,253
Bank charges	39,323	23,458
Directors' fees	145,000	145,000
Hotel consumables	5,695,056	4,739,836
Hotel management fees	3,281,940	2,839,182
Impairment loss on investment properties (Note 13)	534,101	4,079,775
Marketing and distribution expenses	10,096,408	9,277,085
Lease expense (Note 27.3)	86,253	92,788
Loss on disposal of other investments	-	377,390
Professional fees	466,823	559,870
Property related taxes	4,041,593	4,144,615
Property, plant and equipment written off	11,425	9,456
Upkeep and maintenance expenses of properties	29,261,855	29,698,549
Others	4,231,272	4,153,179
	58,464,835	60,699,974

Notes to the Financial Statements

For the financial year ended 31 December 2025

10. INCOME TAX EXPENSE

Major components of income tax expense

The major components of income tax expense for the years ended 31 December 2025 and 2024 are:

Group	2025 \$	2024 \$
Current income tax		
Current income taxation	7,538,840	9,060,545
(Over)/under provision in respect of prior years	(2,980,150)	125,919
	4,558,690	9,186,464
Deferred income tax		
Originating of temporary differences	1,235,580	1,603,022
Over provision of deferred tax assets/(liabilities) in respect of prior years	233,581	(149,363)
	1,469,161	1,453,659
Income tax expense recognised in profit or loss	6,027,851	10,640,123

Relationship between tax expense and accounting profit

A reconciliation between tax expense and the product of accounting profit multiplied by the applicable corporate tax rate for the years ended 31 December 2025 and 2024 is as follows:

Group	2025 \$	2024 \$
Profit before tax	36,578,122	17,200,672
Tax at the domestic rate applicable to results in the countries where the Group operates	7,431,440	6,098,303
Income not subject to taxation ⁽¹⁾	(4,955,771)	(4,094,099)
Non-deductible expenses ⁽²⁾	6,202,912	8,516,422
Deferred tax assets not recognised	255,729	277,550
(Over)/under provision of current taxation in respect of prior years	(2,980,150)	125,919
Over provision of deferred tax assets/(liabilities) in respect of prior years	233,581	(149,363)
Effect of partial tax exemption	(157,184)	(135,975)
Others	(2,706)	1,366
Income tax expense recognised in profit or loss	6,027,851	10,640,123

Notes to the Financial Statements

For the financial year ended 31 December 2025

10. INCOME TAX EXPENSE/(CREDIT) (CONT'D)

- (1) This relates mainly to exempt dividend received, fair value changes in financial instruments and other non-taxable income relates to income occurred in the ordinary course of business.
- (2) This relates mainly to depreciation of non-qualifying assets and other disallowed expenses incurred in the ordinary course of business.

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 (Note 35) for the years ended 31 December 2025 and 2024.

11. EARNINGS PER SHARE

Basic earnings per share is 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 is calculated by dividing the 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 tables reflect the profit and share data used in the computations of basic and diluted earnings per share for the years ended 31 December:

Group	2025 \$	2024 \$
Profit for the year attributable to owners of the Company used in the computation of basic and diluted earnings per ordinary share	30,371,090	6,568,980
Weighted average number of ordinary shares for basic and dilutive earnings per share computation (no. of shares)	470,557,541	470,557,541

Notes to the Financial Statements

For the financial year ended 31 December 2025

12. PROPERTY, PLANT AND EQUIPMENT

Group	Freehold land and properties \$	Leasehold land and properties \$	Motor vehicles \$	Furniture, fittings and office equipment \$	Plant and machinery \$	Leased premises \$	Total \$
Cost							
At 1 January 2024	25,449,250	600,818,515	4,444,888	41,520,191	22,278,271	16,183,515	710,694,630
Additions	36,946,787	–	–	505,621	1,002,379	80,797	38,535,584
Exchange difference	(2,997,173)	540,678	(2,064)	(458,372)	(66,147)	366	(2,982,712)
Disposals/written off	–	–	–	(259,721)	(611,885)	–	(871,606)
At 31 December 2024 and 1 January 2025	59,398,864	601,359,193	4,442,824	41,307,719	22,602,618	16,264,678	745,375,896
Additions	–	926,329	63,774	796,930	1,428,813	1,215,019	4,430,865
Exchange difference	1,019,029	414,713	2,175	196,082	142,729	1,399	1,776,127
Disposals/written off	–	–	(429,306)	(308,016)	(59,261)	–	(796,583)
Derecognition of right-of-use	–	–	–	(130,458)	–	(2,925,374)	(3,055,832)
At 31 December 2025	60,417,893	602,700,235	4,079,467	41,862,257	24,114,899	14,555,722	747,730,473
Accumulated depreciation and impairment losses							
At 1 January 2024	2,356,530	126,734,343	3,092,707	15,038,632	9,590,341	7,254,879	164,067,432
Depreciation charge for the year	950,986	14,403,987	397,760	3,898,746	1,514,605	1,614,001	22,780,085
Exchange difference	(188,450)	70,643	(1,879)	(288,793)	(23,647)	(74)	(432,200)
Disposals/written off	–	–	–	(258,791)	(603,359)	–	(862,150)
At 31 December 2024 and 1 January 2025	3,119,066	141,208,973	3,488,588	18,389,794	10,477,940	8,868,806	185,553,167
Depreciation charge for the year	1,010,094	14,541,613	283,519	3,923,001	1,643,510	1,635,542	23,037,279
Exchange difference	76,019	65,354	772	150,126	73,874	115	366,260
Disposals/written off	–	–	(415,464)	(302,719)	(53,133)	–	(771,316)
Derecognition of right-of-use	–	–	–	(130,458)	–	(2,909,070)	(3,039,528)
	4,205,179	155,815,940	3,357,415	22,029,744	12,142,191	7,595,393	205,145,862
Net carrying amount							
At 31 December 2024	56,279,798	460,150,220	954,236	22,917,925	12,124,678	7,395,872	559,822,729
At 31 December 2025	56,212,714	446,884,295	722,052	19,832,513	11,972,708	6,960,329	542,584,611

Notes to the Financial Statements

For the financial year ended 31 December 2025

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

- (i) Right-of-use ("ROU") assets classified under property, plant and equipment

Group

ROU assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such assets are disclosed below:

- (a) Addition of ROU assets during the year was \$2,250,787 (2024: \$169,442).
- (b) Carrying amounts and related depreciation of ROU assets classified within property, plant and equipment are as follows:

	2025 \$	2024 \$
Carrying amounts of ROU assets		
Leasehold land	61,748,509	64,413,019
Furniture, fittings and office equipment	112,032	37,995
Plant and machinery	61,539	77,386
Leased premises	6,960,329	7,395,872
	68,882,409	71,924,272
Depreciation charge of ROU assets for the year		
Leasehold land	3,590,839	3,458,506
Furniture, fittings and office equipment	35,403	34,633
Plant and machinery	16,800	7,329
Leased premises	1,635,542	1,614,001
	5,278,584	5,114,469

Notes to the Financial Statements

For the financial year ended 31 December 2025

12. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(ii) Assets pledged as security

Certain property, plant and equipment are mortgaged to secure bank facilities (Note 27.1).

(iii) Motor vehicles with carrying amount of \$620,755 (2024: \$810,610) for the Group are registered in the names of certain directors and employees. These are held in trust for the Company and for the respective companies in the Group.

(iv) Details of properties included in property, plant and equipment as at 31 December 2025 are as follows:

Description of properties	Tenure	Existing use	Land area sq. m.	Group's effective equity interest
Singapore				
1 Yuan Ching Road	30-year leasehold from 1.1.2002	Land parcel, sports and recreation complex, and carpark	21,754	99.07%
Aloft Singapore Novena	99-year leasehold from 4.11.2008	Hotels	23,983 (gross floor area)	99.54%
Australia				
Hotel at 27 Rowe Avenue, Rivervale, Perth with 224 rooms	Freehold	Hotel	17,774 (gross floor area)	100%
Motor Lodge at Great Eastern Highway, Rivervale, Perth with 198 rooms and 180 parking spaces	Freehold	Hotel	11,892	100%
United Kingdom				
Hotel at 2 Mercury Way, Trafford, Urmston, Manchester with 220 rooms	200-year long leasehold from 28.8.2015	Hotel	7,042	100%
(v) Assets subject to operating lease				
			2025	2024
			\$	\$
Carrying value				
- Properties on leasehold land			4,058,946	4,735,437

Notes to the Financial Statements

For the financial year ended 31 December 2025

13. INVESTMENT PROPERTIES

Group	2025 \$	2024 \$
Cost		
At 1 January	628,611,300	637,322,093
Exchange differences	2,239,477	(8,710,793)
At 31 December	630,850,777	628,611,300
Accumulated depreciation and impairment losses		
At 1 January	96,072,060	84,303,443
Depreciation charge for the year	9,162,042	9,387,523
Write back of impairment loss (Note 5)	(2,539,045)	–
Impairment loss (Note 9)	534,101	4,079,775
Exchange differences	502,098	(1,698,681)
At 31 December	103,731,256	96,072,060
Net carrying amount	527,119,521	532,539,240
<u>The following amounts are recognised in profit or loss:</u>		
Rental income from investment properties		
- Minimum lease payments	24,879,676	25,048,192
Direct operating expenses (including repairs and maintenance)		
- Rental generating properties	12,025,794	(12,409,146)

Except as disclosed in Note 27.1, the Group has no restrictions on the realisability of its investment properties and no contractual obligations to purchase, construct or develop investment property or for repairs, maintenance or enhancements.

Valuation of investment properties

Investment properties are stated at cost less accumulated depreciation and accumulated impairment losses. Valuation of investment properties is performed for bank covenant assessment, disclosure purpose and impairment assessments. The Group obtains external, independent valuations for its investment properties annually. The external valuers have recognised and relevant professional qualification with relevant experience in the location and category of the properties being valued.

Fair values are based on market values, being the estimated amount for which a property could be exchanged on the date of the valuation between a willing buyer and a willing seller in an arm's length transaction after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion. The Group reviews the appropriateness of the valuation methodologies and assumptions adopted. The Group also evaluates the appropriateness and reliability of the inputs used in the valuations.

The fair value of the investment properties as at 31 December 2025 is \$840,711,950 (2024: \$830,846,080) and the valuation methods applied are further discussed in Note 37(d).

Notes to the Financial Statements

For the financial year ended 31 December 2025

13. INVESTMENT PROPERTIES (CONT'D)

Impairment of assets

In the current financial year, a subsidiary of the Group, Meteorite Property (Stirling Street) Pty Ltd, recorded a reversal of impairment loss on the investment property situated at 130 Stirling Street, Perth, Australia. The write back of impairment loss of \$2,539,045 (2024: \$Nil) (Note 5) was recorded in 'Other income' in profit or loss to reflect its recoverable amount attributable to an improved tenancy profile which outweighed the increase in capitalisation rate in Australia. During the year ended 31 December 2024, the Group recorded an impairment loss of \$4,079,775 (Note 9) in 'Other expenses' on the same property to reflect a decrease in its recoverable amount, arising from the increase in capitalisation rate in Australia. The recoverable amount of A\$76,500,000, which is equivalent to \$65,767,050 (2024: A\$76,500,000, which is equivalent to \$64,657,800) was determined based on its fair value less cost to sell. The investment property belongs to the 'Rental income' reportable segment in Note 39.

During the year, a subsidiary of the Group, Meteorite Land (Rowe Avenue) Pty Ltd, recorded an impairment loss on the investment property situated at 25 Rowe Avenue, Perth, Australia. The impairment loss of \$534,101 (2024: \$Nil) (Note 9) was recorded in 'Other expenses' in profit or loss, to reflect a decrease in its recoverable amount arising from the increase in capitalisation rate in Australia. The recoverable amount of A\$57,000,000, equivalent to \$49,002,900 was determined based on its fair value less cost to sell. The investment property belongs to the 'Rental income' reportable segment in Note 39.

Details of valuation techniques and inputs used to determine the fair value of 130 Stirling Street and 25 Rowe Avenue are as follows and are classified under level 3 of the fair value hierarchy.

<u>Properties</u>	<u>Valuation techniques</u>	<u>Unobservable inputs</u>	<u>Rate</u>
130 Stirling Street	Capitalisation approach	Capitalisation rate	7.75% (2024: 7.25%)
25 Rowe Avenue	Capitalisation approach	Capitalisation rate	8.50% (2024: 7.75%)

Sensitivity analysis for change in capitalisation rate of 130 Stirling Street, Perth, Australia

If the capitalisation rate used had been 50 basis points (2024: 50 basis points) higher, the Group's profit would have been \$4,146,522 (2024: \$4,683,328) lower arising as a result of higher impairment loss relating to the asset.

If the capitalisation rate used had been 50 basis points (2024: 50 basis points) lower, the Group's profit would have been \$4,404,589 (2024: \$5,278,026) higher arising as a result of higher reversal of impairment loss relating to the asset (2024: lower impairment loss on the asset).

Sensitivity analysis for change in capitalisation rate of 25 Rowe Avenue, Perth, Australia

If the capitalisation rate used had been 50 basis points (2024: Nil) higher, the Group's profit would have been \$2,901,799 lower arising as a result of higher impairment loss relating to the asset (2024: Nil).

If the capitalisation rate used had been 50 basis points (2024: Nil) lower, the Group's profit would have been \$534,101 higher as the Group would not be recording any impairment loss on the asset (2024: Nil).

Notes to the Financial Statements

For the financial year ended 31 December 2025

13. INVESTMENT PROPERTIES (CONT'D)

Assets pledged as security

Certain investment properties are mortgaged to secure bank facilities (Note 27.1).

Details of investment properties as at 31 December 2025 are as follows:

Description of properties	Tenure	Existing use	Strata area sq. m.
Singapore			
1 residential unit at 68 St Thomas Walk	Freehold	Residential	606
2 residential units at 1 Lewis Road	Freehold	Residential	607
1 Claymore Drive #B1-01/40 Orchard Towers	Freehold	Retail space	735
150 Orchard Road #09-01/02 Orchard Plaza	99-year leasehold from 2.6.1977	Retail space	1,424
1 Jalan Anak Bukit #B1-59/59A Bukit Timah Plaza	99-year leasehold from 30.8.1976	Retail space	112
35 Selegie Road #B1-04 to #B1-12, #B1-14 to #B1-18, #B1-20 to #B1-38 Parklane Shopping Mall	99-year leasehold from 1.12.1974	Retail space	2,352
Commercial properties At Zhongshan Park	99-year leasehold from 4.11.2008	Retail/ office space	15,138 (gross floor area)
21 retail units and 38 office units at 400 Orchard Road and 1 Claymore Drive Orchard Towers	Freehold	Retail/ office space	11,898
45 factory units and 1 canteen of 9-storey multiple user light industrial development at 56 Kallang Pudding Road	Freehold	Industrial	8,373
Australia			
7-level commercial building comprising five levels of office, four retail tenancies to ground level, and a total of 242 parking bays at 130 Stirling Street, Perth	Freehold	Commercial	12,055 (net lettable area)
10-level commercial building comprising seven levels of office, two retail tenancies to ground level, and a total of 501 parking bays at 25 Rowe Avenue, Perth	Freehold	Commercial	10,455 (net lettable area)

Notes to the Financial Statements

For the financial year ended 31 December 2025

14. SUBSIDIARIES

Company	2025 \$	2024 \$
Unquoted equity shares, at cost	395,040,397	395,040,397
Loans to a subsidiary	227,560,624	227,560,624
	622,601,021	622,601,021
Movement in allowance accounts:		
At 1 January	-	(5,260,000)
Write back of allowance	-	5,260,000
At 31 December	-	-

The loans to subsidiary represent an extension of its investment in the subsidiary. These amounts are unsecured and interest-free with repayment terms at the discretion of the subsidiary.

In 2024, the Company wrote back an impairment loss of \$5,260,000 previously provided for on its investment in one subsidiary to recoverable amount as a result of the increase in fair value of underlying property assets held by a subsidiary. The recoverable amount was determined based on fair value less cost of disposal which approximates the subsidiary' revalued net assets of \$82,919,670 as at end of reporting period which were classified under level 3 of the fair value hierarchy. The revalued net assets incorporated appraised fair value of underlying property assets held by the subsidiary determined by the external valuers who made reference to recent transacted prices of comparable properties for which the fair values had been determined based on valuation techniques disclosed in Note 37. If the revalued net assets of the subsidiary had been 5% higher, the impairment loss written back during the year would remain at \$5,260,000. If the revalued net assets of the subsidiary had been 5% lower, the impairment loss written back in the year would have been approximately \$2,140,000 lower.

Notes to the Financial Statements

For the financial year ended 31 December 2025

14. SUBSIDIARIES (CONT'D)

(a) Details of the subsidiaries are as follows:

Name of subsidiaries	Country of incorporation/ principal place of business	Effective shareholding		Principal activities
		2025 %	2024 %	
Held by the Company				
Hiap Hoe Investment Pte Ltd	Singapore	100	100	Investment holding
WestBuild Construction Pte Ltd	Singapore	100	100	Civil engineering, general road construction and sub-contractor works
Hiap Hoe Strategic Pte Ltd	Singapore	100	100	Investment holding
HH Land Pte Ltd ⁽¹⁾	Singapore	100	100	Dormant
Meteorite Group Pte Ltd	Singapore	100	100	Investment holding
HH Residences Pte Ltd	Singapore	100	100	Property investment and owner
Golden Bay Realty (Private) Limited	Singapore	100	100	Property investment and owner
Held by Meteorite Group Pte Ltd				
Meteorite Land Pty Ltd	Australia	100	100	Property owner
Meteorite Assets Pte Ltd	Singapore	100	100	Investment holding
Held by Meteorite Land Pty Ltd				
Meteorite Land (Pearl River) Pty Ltd Meteorite Land (Pearl River) Unit Trust ⁽²⁾	Australia	100	100	Property owner
Meteorite Property (Stirling Street) Pty Ltd	Australia	100	100	Property investment and owner
Meteorite Land (Rowe Avenue) Pty Ltd Meteorite Land (Rowe Avenue) Unit Trust ⁽²⁾	Australia	100	100	Property investment and owner
Meteorite Land (Great Eastern) Pty Ltd Meteorite Land (Great Eastern) Unit Trust ⁽²⁾	Australia	100	100	Property investment and owner
Held by Meteorite Assets Pte Ltd				
Meteorite Assets Limited	United Kingdom	100	100	Investment holding
Held by Meteorite Assets Limited				
Meteorite Manchester Limited	United Kingdom	100	100	Investment holding
Held by Meteorite Manchester Limited				
Trafford City Hotel Limited	United Kingdom	100	100	Hotel owner
Held by Hiap Hoe Strategic Pte Ltd				
SuperBowl Holdings Limited	Singapore	99.07	99.07	Investment holding

Notes to the Financial Statements

For the financial year ended 31 December 2025

14. SUBSIDIARIES (CONT'D)

(a) Details of the subsidiaries are as follows (Cont'd):

Name of subsidiaries	Country of incorporation/ principal place of business	Effective shareholding		Principal activities
		2025 %	2024 %	
Held by SuperBowl Holdings Limited				
SuperBowl Jurong Pte Ltd	Singapore	99.07	99.07	Property investment
SuperBowl Development Pte Ltd	Singapore	99.07	99.07	Owners and operators of bowling centres and recreation centres
Super Funworld Pte Ltd	Singapore	99.07	99.07	Property investment
Held by the Company and SuperBowl Holdings Limited				
HH Properties Pte Ltd *	Singapore	99.54	99.54	Property developer and owner

The Singapore incorporated subsidiaries are audited by Ernst & Young LLP, Singapore. The Australia incorporated subsidiaries are audited by member firms of EY Global in Australia and the United Kingdom incorporated subsidiaries are audited by Menzies LLP.

- (1) This company is dormant and exempted from audit under the Singapore Companies Act.
(2) Unit Trust was incorporated to own the properties.

* The Company holds 50% ownership interest in HH Properties Pte Ltd and account for it as a joint venture in its separate financial statements (Note 15).

15. JOINT VENTURE

Company	2025 \$	2024 \$
Shares, at cost	5	5
Share of post-acquisition reserves	22,094,762	18,354,942
Dividend received	(13,200,000)	(13,200,000)
	8,894,767	5,154,947

This relates to interest in HH Properties Pte Ltd ("HHP") which is jointly held by the Company and SuperBowl Holdings Limited in equal proportions of 50%.

The Company has equity accounted for its investment in HHP in its separate financial statements. As the Group effectively owned 99.54% (2024: 99.54%) interest in HHP, the interest in joint venture based on equity accounting method is reversed and the investee is consolidated in the Group's financial statements. Details of HHP are disclosed in Note 14.

Notes to the Financial Statements

For the financial year ended 31 December 2025

16. OTHER ASSETS

Group	2025 \$	2024 \$
Current		
Other deposits	383,595	398,886

17. TRADE AND OTHER RECEIVABLES/ LEASE INCENTIVES

	Group		Company	
	2025 \$	2024 \$	2025 \$	2024 \$
Current				
Trade receivables	2,538,047	2,817,833	-	-
Allowance for impairment	(123,863)	(302,473)	-	-
GST receivables	9,391	507	-	-
	2,423,575	2,515,867	-	-
Other receivables:				
Interest receivables	3,678,797	2,896,762	-	-
Lease receivables	326,014	372,069	-	-
Staff loans	-	2,330	-	-
Sundry receivables	451,685	636,841	6,000	-
Withholding tax receivables	-	41,817	-	-
	4,456,496	3,949,819	6,000	-
Trade and other receivables (current)	6,880,071	6,465,686	6,000	-
Lease incentives	1,749,568	1,357,830	-	-
Non-current				
Lease receivables	3,182,652	3,071,029	-	-
Others	20,000	24,000	-	-
Other receivables (non-current)	3,202,652	3,095,029	-	-
Lease incentives	9,084,691	8,568,710	-	-
Trade and other receivables (current and non-current)	10,082,723	9,560,715	6,000	-
Less: GST receivables	(9,391)	(507)	-	-
Less: Lease receivables	(3,508,666)	(3,443,098)	-	-
Less: Withholding tax receivables	-	(41,817)	-	-
Add:				
Due from subsidiaries, trade [Note 18(i)]	-	-	403,378	769,778
Due from subsidiaries, non-trade [Note 18(ii)(a)]	-	-	37,188,606	21,106,594
Due from a related company, non-trade [Note 19(ii)]	2,034	-	-	-
Other assets (Note 16)	383,595	398,886	-	-
Cash and short-term deposits (Note 25)	140,101,372	69,846,265	166,156	385,913
Total financial assets carried at amortised cost	147,051,667	76,320,444	37,764,140	22,262,285

Notes to the Financial Statements

For the financial year ended 31 December 2025

17. TRADE AND OTHER RECEIVABLES/ LEASE INCENTIVES (CONT'D)

Trade receivables

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

Trade and other receivables

Trade and other receivables of the Group denominated in foreign currencies are as follows:

Group	2025 \$	2024 \$
Australian Dollar	828,866	531,725
British Pound	34	54
Euro	2,176,533	1,725,162
Hong Kong Dollar	–	15
Swiss Franc	–	54
United States Dollar	291,323	236,698

Interest receivables

Certain interest receivables are pledged to secure bank facilities (Note 27.1).

Staff loans

Staff loans are unsecured and non-interest bearing. The staff loans are fully repaid during the year.

Lease incentives

Relate to upfront lease incentives paid to tenants for leases in Perth. These lease incentives are recognised in profit or loss on a straight-line basis over the contractual lease term.

During the financial year ended 31 December 2025, the Group had paid to a tenant the upfront lease incentives of \$2,484,600 (2024: 561,043) relating to a renewal lease in Perth.

Trade receivables that are past due but not impaired

The Group has trade receivables amounting to \$1,926,904 (2024: \$1,837,410) that are past due at the balance sheet date but not impaired. These receivables are unsecured and the analysis of their aging at the end of the reporting period is as follows:

Group	2025 \$	2024 \$
Trade receivables past due but not impaired:		
Less than 30 days	1,658,756	1,461,221
31- 60 days	206,216	271,308
61- 90 days	46,138	79,655
More than 90 days	15,794	25,226
	1,926,904	1,837,410

Based on historical default rates, the Group believes that no impairment allowance is necessary in respect of trade receivables past due. These receivables are mainly arising from customers that have a good credit record with the Group.

Notes to the Financial Statements

For the financial year ended 31 December 2025

17. TRADE AND OTHER RECEIVABLES/ LEASE INCENTIVES (CONT'D)

Expected credit losses assessment

The Group provides for lifetime expected credit losses for trade receivables from customers by reference to past default experience of the debtors and an analysis of days past due, adjusted for forward-looking factors specific to the debtors and the economic environment.

The following table provides information about the exposure to credit risk and expected credit losses for current trade receivables as at 31 December:

Group	2025	2024
	\$	\$
Movement in allowance accounts:		
At 1 January	302,473	381,325
Amount written off	(78,509)	(9,254)
Write back of allowance	(118,028)	(59,311)
Charge for the year	17,252	10,577
Exchange difference	675	(20,864)
At 31 December	123,863	302,473

18. DUE FROM/(TO) SUBSIDIARIES

(i) Trade

Trade amounts due from/(to) subsidiaries are unsecured, interest-free and repayable on demand.

Trade amounts due from subsidiaries which are denominated in foreign currency:

Company	2025	2024
	\$	\$
British Pound	352,571	663,272

(ii) Non-trade

(a) Non-trade amounts due from subsidiaries are as follows:

Company	2025	2024
	\$	\$
Current		
Loans	40,829,567	24,528,002
Interest receivable	2,760,981	1,805,671
Performance guarantee fee receivable	869,043	787,625
Advances	118,124	108,559
Less: allowance for impairment	(7,389,109)	(6,123,263)
Total	37,188,606	21,106,594

Notes to the Financial Statements

For the financial year ended 31 December 2025

18. DUE FROM/(TO) SUBSIDIARIES (CONT'D)

(ii) Non-trade (Cont'd)

(a) Non-trade amounts due from subsidiaries are as follows (Cont'd):

Balances denominated in foreign currency are as follows:

Company	2025 \$	2024 \$
British Pound	37,070,482	20,998,036

Amounts due from subsidiaries are unsecured and repayable on demand. The loans bear weighted average effective interest at 4.87% (2024: 6.64%) per annum while advances and performance guarantee fee receivable are interest free.

Expected credit loss assessment

During the year, the Company had provided an impairment loss of \$1,265,846 (2024: \$1,380,156) for an amount due from a subsidiary. The above assessment has taken into account the financial position of the subsidiary, and the allowance was due to decrease in net asset value of the subsidiary as at the reporting date.

The following table provides information about the exposure to credit risk and expected credit losses for loan to a subsidiary as at 31 December:

Company	2025 \$	2024 \$
Movement in allowance accounts:		
At 1 January	6,123,263	4,743,107
Charge for the year	1,265,846	1,380,156
At 31 December	7,389,109	6,123,263

Notes to the Financial Statements

For the financial year ended 31 December 2025

18. DUE FROM/(TO) SUBSIDIARIES (CONT'D)

(ii) Non-trade (Cont'd)

(b) Non-trade amounts due to subsidiaries are as follows :

Company	2025	2024
	\$	\$
<u>Current</u>		
Loans	(131,205,980)	(110,472,639)
Interest payable	(2,818,415)	(1,325,596)
Performance guarantee fee	-	(185,456)
Advances	<u>(20,647,740)</u>	<u>(20,647,740)</u>
	<u>(154,672,135)</u>	<u>(132,631,431)</u>
Balances denominated in foreign currency are as follows:		
British Pound	<u>(37,097,267)</u>	<u>(21,168,201)</u>

Amounts due to subsidiaries are unsecured and repayable on demand. The loans bear weighted average effective interest at 2.77% (2024: 4.47%) per annum while advances and performance guarantee fee payable are interest-free.

19. DUE FROM/(TO) RELATED COMPANY

(i) Trade

Trade amounts due to a related company are unsecured, interest-free and repayable on demand. Related company refer to a member of the immediate and ultimate holding company's group of companies.

(ii) Non-trade

Non-trade amounts due from/(to) a related company of the Group represent the secondment of staff cost and payment made on behalf to a related company, are unsecured, interest-free and repayable on demand.

Notes to the Financial Statements

For the financial year ended 31 December 2025

20. DEFERRED TAXATION

	Group			
	Balance sheet		Income statement	
	2025	2024	2025	2024
	\$	\$	\$	\$
Deferred tax assets:				
Unutilised tax losses	219,393	244,351	(27,817)	(7,159,980)
Unutilised capital allowance	–	–	–	(404,670)
Differences on leases	(2,832,136)	(2,537,767)	(239,134)	398,579
Difference in depreciation for tax purposes	6,840,777	8,101,205	(1,365,576)	3,976,027
	4,228,034	5,807,789	(1,632,527)	(3,190,044)
Deferred tax liabilities:				
Unremitted foreign income and profits	749,315	824,651	(76,616)	29,343
Fair value adjustment on acquisition of subsidiaries	63,291,651	64,991,379	(1,699,728)	(1,699,728)
Difference in depreciation for tax purposes	3,801,752	2,188,774	1,612,978	(66,000)
	67,842,718	68,004,804	(163,366)	(1,736,385)

Unutilised tax losses

Certain subsidiaries of the Company have unutilised tax losses of \$60,451,000 (2024: \$60,334,000) for offset against future taxable income, subject to the agreement of various tax authorities in the countries where the Group operates. The deferred tax assets arising from these unutilised tax losses have not been recognised in the financial statements in accordance with the accounting policy in Note 2.23(b) to the financial statements.

At the end of the reporting period, there are no deferred tax liabilities on net investment in subsidiaries.

21. OTHER INVESTMENTS

Group	2025	2024
	\$	\$
At fair value through profit or loss		
- Quoted investments (ii)	205,670,788	164,010,827
- Unquoted investments (iii)	255,374,718	234,307,331
	461,045,506	398,318,158

(i) Other investments include debt instruments. The Group has reviewed its policy of classification and determined that these debt instruments will be sold from time to time to realise capital appreciation or for liquidity management. Accordingly, these debt instruments will continue to classify as FVPL in accordance with SFRS(I) 9 based on the Group's business model.

(ii) Quoted investments

The fair value of quoted investments is determined by reference to the respective stock exchange quoted bid price.

Notes to the Financial Statements

For the financial year ended 31 December 2025

21. OTHER INVESTMENTS (CONT'D)

(iii) Unquoted investments

Included in unquoted investments is investment in A2I Holdings S.A.R.L ("A2I") which relates to the investment in Essendi (formerly known as AccorInvest Group), which owns or leases hotels mainly operated by the Accor Group. The Group holds 20.71% (2024: 20.71%) interest in A2I and the carrying value of A2I as at 31 December 2025 was \$105,991,310 (2024: \$99,544,800). A2I is a limited liability investment holding company which is incorporated and domiciled in Luxembourg. Management has determined that the investment in A2I is passive and the Group has no significant influence in the said investee.

As the unquoted investments are not publicly traded, the fair values are determined based on valuation techniques as disclosed in Note 37(c).

(iv) Assets pledged as security

Certain trading investments are pledged to secure bank facilities (Note 27.1).

(v) Other investments of the Group denominated in foreign currencies are as follows:

Group	2025 \$	2024 \$
Australian Dollar	93,763,664	56,034,758
Bangladesh Taka	403,848	355,839
British Pound	5,008,320	4,401,573
Canadian Dollar	318,646	276,575
Danish Krone	778,237	1,400,430
Euro	137,682,029	124,364,623
Hong Kong Dollar	9,789,712	8,053,870
Japanese Yen	1,025,808	1,028,653
Malaysia Ringgit	1,670,728	1,578,064
Swiss Franc	5,726,827	4,700,897
United States Dollar	117,612,155	116,062,358

(vi) During the financial year, the Group recognised fair value gain of \$30,221,809 (2024: \$24,555,150) on other investments (Note 8).

22. INVENTORIES, AT COST

Group	2025 \$	2024 \$
Consumables	121,156	108,489
Hotel supplies	1,546,983	1,542,957
	1,668,139	1,651,446

Inventories recognised in other expenses amounted to \$652,104 (2024: \$583,964).

Notes to the Financial Statements

For the financial year ended 31 December 2025

23. DERIVATIVES

	Group			
	2025		2024	
	Assets \$	Liabilities \$	Assets \$	Liabilities \$
Options	20	–	300	(11,899)
Total derivatives	20	–	300	(11,899)
Add: Other investments (Note 21)	461,045,506	–	398,318,158	–
Total financial assets/(liabilities) at fair value through profit or loss	461,045,526	–	398,318,458	(11,899)

During the financial year, the Group recognised fair value gain of \$11,619 (2024: loss of \$298,072) on derivative instruments (Note 8).

Options

Options derivatives contracts are entered which give the Group's the right to buy or sell an underlying trading investment at a specified strike price on a specified date.

Derivatives of the Group denominated in foreign currencies are as follows:

	Group			
	2025		2024	
	Assets \$	Liabilities \$	Assets \$	Liabilities \$
Euro	–	–	–	(11,899)

24. COMPLETED PROPERTIES FOR SALE

Group	2025 \$	2024 \$
At 1 January	742,416	1,574,763
Sale of properties	(238,853)	(765,046)
Exchange differences	16,202	(67,301)
At 31 December	519,765	742,416

Details of properties as at 31 December 2025 are as follows:

Description of properties	Tenure	Group's effective interest in property	Floor area sq. m.
Australia 2 residential units at 6-22 Pearl River Road, Melbourne	Freehold	100%	91

Notes to the Financial Statements

For the financial year ended 31 December 2025

25. CASH AND SHORT-TERM DEPOSITS

	Group		Company	
	2025 \$	2024 \$	2025 \$	2024 \$
Cash and bank balances	14,253,618	15,588,852	166,156	385,913
Fixed deposits	125,847,754	54,257,413	–	–
	140,101,372	69,846,265	166,156	385,913
Cash and bank balances pledged	(1,597,650)	(2,990,184)	–	–
Fixed deposits pledged	(125,503,855)	(43,392,622)	–	–
Cash and cash equivalents	12,999,867	23,463,459	166,156	385,913

Certain cash and bank balances and fixed deposits are pledged to secure bank facilities (Note 27.1).

Cash and fixed deposits of the Group denominated in foreign currencies are as follows:

Group	2025 \$	2024 \$
Australian Dollar	123,286,218	49,405,724
Bangladesh Taka	20,203	21,932
British Pound	462,134	219,848
Canadian Dollar	7,350	7,056
Danish Krone	43,867	40,902
Euro	470,345	713,853
Hong Kong Dollar	19,094	364,613
Japanese Yen	32,525	7,471
Malaysia Ringgit	310,369	251,830
Swiss Franc	411,552	274,703
United States Dollar	882,175	1,051,889

Group and Company

Cash and bank balances earn interest at floating rates based on daily bank deposit rates.

Group

Fixed deposits pledged are made for varying periods of between one month to one year (2024: varying periods of between one month to one year) and earn interests at the respective fixed deposit rates. The weighted average effective interest rates as at 31 December 2025 ranged from 0.35% to 4.55% (2024: 0.35% to 4.90%) per annum.

Notes to the Financial Statements

For the financial year ended 31 December 2025

26. TRADE AND OTHER PAYABLES

	Group		Company	
	2025 \$	2024 \$	2025 \$	2024 \$
Current				
Trade payables	1,970,866	2,399,220	–	–
GST payables	2,462,172	2,195,986	66,736	54,297
Advance receipts and billings	1,140,953	942,374	–	–
Other payables	171,952	2,057,390	6,162	8,419
Withholding taxes payables	–	11,113	–	–
Lease payables	29,939	281,973	–	–
Trade and other payables (current)	5,775,882	7,888,056	72,898	62,716
Trade and other payables (current and non-current)	5,775,882	7,888,056	72,898	62,716
Add:				
Due to a subsidiary, trade [Note 18(i)]	–	–	196,401	–
Due to subsidiaries, non-trade [Note 18(ii)(b)]	–	–	154,672,135	132,631,431
Due to a related company, trade [Note 19(i)]	16,216	7,630	–	–
Due to a related company, non-trade [Note 19(ii)]	15,906	26,040	–	–
Other liabilities (Note 28)	19,706,296	19,818,321	923,191	896,497
Interest-bearing loans and borrowings (Note 27)	853,524,004	768,302,926	–	–
	879,038,304	796,042,973	155,864,625	133,590,644
Less: GST payables	(2,462,172)	(2,195,986)	(66,736)	(54,297)
Less: Lease payables	(29,939)	(281,973)	–	–
Less: Deposits that are not financial liabilities	(1,257,928)	(1,741,545)	–	–
Less: Advance receipts and billings	(1,140,953)	(942,374)	–	–
Less: Deferred income (Note 28)	(4,458,333)	(4,708,333)	–	–
Less: Withholding taxes payables	–	(11,113)	–	–
Less: Withholding taxes accrued (Note 28)	(25,422)	(41,854)	–	–
Less: Lease liabilities (Note 27)	(23,640,227)	(25,411,732)	–	–
Total financial liabilities carried at amortised cost	846,023,330	760,708,063	155,797,889	133,536,347

Trade and other payables are non-interest bearing and have an average term of one to three months.

Trade and other payables of the Group denominated in foreign currencies are as follows:

Group	2025 \$	2024 \$
Australian Dollar	32,263	–
United States Dollar	1,281	–

Notes to the Financial Statements

For the financial year ended 31 December 2025

27. INTEREST-BEARING LOANS AND BORROWINGS

	Effective interest rate ⁽¹⁾ (% per annum)		Maturity	Group	
	2025	2024		2025 \$	2024 \$
Current liabilities					
Secured bank borrowings (Note 27.1)	3.15	5.04	2026	241,584,269	169,747,604
Interest payable	–	–	2026	518,612	515,306
Lease liabilities (Note 27.3)	3.89	4.36	2026	4,086,257	3,784,898
				246,189,138	174,047,808
Non-current liabilities					
Secured bank borrowings (Note 27.1)	2.41	4.39	2027 – 2028	587,780,896	572,628,284
Lease liabilities (Note 27.3)	3.89	4.36	2027 – 2035	19,553,970	21,626,834
				607,334,866	594,255,118
Total				853,524,004	768,302,926

(1) Based on weighted average effective interest rates.

27.1 The outstanding secured bank borrowings are secured by the following assets:

Group	2025 \$	2024 \$
Property, plant and equipment (Note 12)	457,484,238	481,333,421
Investment properties (Note 13)	468,489,609	520,895,748
Trade and other receivables (Note 17)	1,341,522	750,428
Other investments (Note 21)	241,961,474	200,981,061
Cash and bank balances (Note 25)	1,597,650	2,990,184
Fixed deposits (Note 25)	125,503,855	43,392,622
	1,296,378,348	1,250,343,464

Notes to the Financial Statements

For the financial year ended 31 December 2025

27. INTEREST-BEARING LOANS AND BORROWINGS (CONT'D)

27.2 The bank borrowings are secured by the following:

- (a) legal mortgages on the Group's property, plant and equipment and investment properties, (collectively, the "Properties");
- (b) legal assignment of all rights and benefits under the sales and purchase agreements, hotel management contracts and/or tenancy agreements;
- (c) assignment of all insurance policies and interest service reserve account for certain Properties;
- (d) corporate guarantees given by the Company and certain subsidiaries; and
- (e) a charge over certain other investments and cash and short-term deposits.

The Group's secured bank borrowings at 31 December 2025 of \$829,365,165 (2024: \$742,375,888) are subject to the following loan covenants:

- (a) Maintenance of certain financial ratios such as interest coverage ratios, debt coverage ratios, debt servicing coverage ratios and gearing ratios;
- (b) Maintenance of security margins for borrowings secured by other investments, and compliance with loan-to-value requirements for borrowings secured by the Properties.

The loan covenants are either tested annually at 31 December, or half-yearly at 30 June and 31 December to ensure that the ratios fall within the requirements of the loan facility agreements. For the financial year ended 31 December 2025, the Group has met and complied with the covenant requirements.

27.3 Lease liabilities

The Group enters into leases for building, leased premises, furniture, fittings and office equipment from non-related parties under non-cancellable lease agreements. There are no restrictions placed upon the Group by entering into these contracts.

The leases for certain leased premises contain extension periods for which the related lease payments had been included in lease liabilities as the Group is reasonably certain to exercise these extension options. The leases for certain leased premises also include termination options. The Group negotiates extension options to provide flexibility in managing the leased assets and align with the Group's business needs.

These non-cancellable lease payments included in the measurement of the lease liabilities comprise:

- fixed lease payments (including in-substance fixed payments), less any lease incentives; and
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date.

Notes to the Financial Statements

For the financial year ended 31 December 2025

27. INTEREST-BEARING LOANS AND BORROWINGS (CONT'D)

27.3 Lease liabilities (Cont'd)

Included in the interest-bearing loans and borrowings of the Group are the following:

Group	2025 \$	2024 \$
Lease liabilities payable:		
Due not later than one year	4,961,953	4,791,269
Due later than one year but not later than five years	16,473,038	16,563,532
Due later than five years	5,305,952	8,116,656
	<u>26,740,943</u>	<u>29,471,457</u>
Finance charges allocated to future periods	(3,100,716)	(4,059,725)
Present value of lease liabilities	<u>23,640,227</u>	<u>25,411,732</u>
Present value of lease liabilities:		
Due not later than one year	4,086,257	3,784,898
Due later than one year but not later than five years	14,517,981	14,068,905
Due later than five years	5,035,989	7,557,929
	<u>19,553,970</u>	<u>21,626,834</u>
	<u>23,640,227</u>	<u>25,411,732</u>

As at 31 December 2025 and 2024, the Group's short-term lease commitments are not substantially dissimilar to those giving rise to the Group's short-term lease expense for the year.

In the financial year ended 31 December 2025, lease payments recognised in the consolidated income statement was \$86,253 (2024: \$92,788). Contingent rents are payable subject to the related revenue exceeding a level stated in the respective agreements. Contingent lease payments recognised in the consolidated income statement in 2025 amounted to \$27,865 (2024: \$27,857).

Lease expenses not capitalised in lease liabilities but recognised within "operating expenses" in profit or loss are set out below:

Group	2025 \$	2024 \$
Short-term leases	42,672	42,672
Leases of low-value asset	15,716	22,259
Variable lease expense due to payments not dependent on an index or rate	27,865	27,857
	<u>86,253</u>	<u>92,788</u>

Notes to the Financial Statements

For the financial year ended 31 December 2025

27. INTEREST-BEARING LOANS AND BORROWINGS (CONT'D)

27.4 The interest-bearing loans and borrowings of the Group denominated in foreign currencies are as follows:

	2025 \$	2024 \$
Australian Dollar	93,128,114	307,002
British Pound	38,490,100	22,607,233
Euro	121,241,158	110,915,345
Hong Kong Dollar	4,203,029	4,663,073
Japanese Yen	837,487	808,346
United States Dollar	52,314,199	56,956,868

28. OTHER LIABILITIES

	Group		Company	
	2025 \$	2024 \$	2025 \$	2024 \$
Current				
Accrued operating expenses	8,347,344	7,872,888	778,191	751,497
Deposits received	2,944,491	4,243,550	–	–
Payable for property, plant and equipment	28,578	404,451	–	–
Provision for Directors' fees	145,000	145,000	145,000	145,000
Withholding taxes accrued	25,422	41,854	–	–
	11,490,835	12,707,743	923,191	896,497
Non-current				
Deposits received	3,757,128	2,402,245	–	–
Deferred income	4,458,333	4,708,333	–	–
	8,215,461	7,110,578	–	–
Total other liabilities	19,706,296	19,818,321	923,191	896,497

(i) During the financial year, the Group had amortised a deferred income of \$250,000 (2024: \$214,845) (Note 5).

(ii) Other liabilities of the Group denominated in foreign currencies are as follows:

	2025 \$	2024 \$
Australian Dollar	18,636	2,184

Notes to the Financial Statements

For the financial year ended 31 December 2025

29. SHARE CAPITAL

Group and Company

	2025	2024	2025	2024
	Number of shares		\$	\$
Issued and fully paid ordinary shares				
Balance at beginning	474,557,391	474,557,391	84,445,256	84,445,256
Cancellation of treasury shares	(3,999,850)	–	(1,101,125)	–
Balance at end	470,557,541	474,557,391	83,344,131	84,445,256

The holders of ordinary shares (excluding treasury shares as disclosed in Note 30) 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.

During the financial year ended 31 December 2025, the Company had cancelled its treasury shares of \$1,101,125 and the number of issued share capital of the Company was reduced by 3,999,850 accordingly.

30. TREASURY SHARES

Group and Company

	2025	2024	2025	2024
	Number of shares		\$	\$
Balance at beginning	3,999,850	3,999,850	1,101,125	1,101,125
Cancellation of treasury shares	(3,999,850)	–	(1,101,125)	–
Balance at end	–	3,999,850	–	1,101,125

Treasury shares relate to ordinary shares of the Company that are held by the Company. During the financial year ended 31 December 2025, the Company had cancelled its treasury shares of \$1,101,125.

31. RESERVES

	Group		Company	
	2025	2024	2025	2024
	\$	\$	\$	\$
Accumulated profits	704,538,182	677,644,390	430,006,473	432,967,735
Capital reserve (Note a)	(7,671,719)	(7,671,719)	–	–
Foreign currency translation reserve (Note b)	(36,192,917)	(38,248,340)	–	–
Gain on reissuance of treasury shares (Note c)	–	51,890	–	51,890
	660,673,546	631,776,221	430,006,473	433,019,625

(a) Capital reserve

The capital reserve arises from the application of reverse acquisition accounting in prior years.

Notes to the Financial Statements

For the financial year ended 31 December 2025

31. RESERVES (CONT'D)

(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) Gain on reissuance of treasury shares

This represents the gain arising from purchase, sale, issue or cancellation of treasury shares. No dividend may be paid, and no other distribution (whether in cash or otherwise) of the Company's assets (including any distribution of assets to members on a winding up) may be made in respect of this reserve.

During the financial year ended 31 December 2025, the Company had cancelled its treasury shares and the gain on reissuance of treasury shares of \$51,890 was reclassified to accumulated profits.

32. RELATED PARTY TRANSACTIONS

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:

(a) Sale and purchase of goods and services

Group	2025 \$	2024 \$
Expenses		
Site expenses paid to a related company	150,436	105,925
Rental expense paid to a related company	42,672	42,672
Rental expense paid to a related party	–	59,500
Secondment of staff from a related company	104,144	157,597
	104,144	157,597

Related party refers to a company in which a director has controlling interest.

(b) Compensation of key management personnel

	Group	
	2025 \$	2024 \$
Short-term employee benefits	5,139,745	4,775,339
Central Provident Fund contributions	98,605	125,232
	5,238,350	4,900,571
Comprise amounts paid to:		
Directors of the Company	3,354,002	3,038,068
Other key management personnel	1,884,348	1,862,503
	5,238,350	4,900,571

The remuneration of certain key management personnel is determined by the remuneration committee having regard to the performance of individuals and market trends.

Notes to the Financial Statements

For the financial year ended 31 December 2025

33. COMMITMENTS AND CONTINGENCIES

(a) Capital and investment commitments

Capital and investment expenditure contracted for as at the end of the reporting period but not recognised in the financial statements are as follows:

Group	2025 \$	2024 \$
Unquoted investments	12,985,710	14,156,345

(b) Operating lease commitments – as lessor

The Group has entered into commercial property leases on its investment properties and property, plant and equipment. These non-cancellable leases have remaining lease terms of up to 11 years (2024: 9 years). All leases include clauses to enable upward revision of the rental charge on an annual basis on prevailing market conditions and agreed fixed yearly increment.

The undiscounted lease payments from the operating leases to be received after 31 December 2025 and 2024 are disclosed below:

Group	2025 \$	2024 \$
Undiscounted lease payments to be received:		
Year 1	28,623,113	26,161,384
Year 2	22,652,690	16,895,506
Year 3	16,686,456	8,909,156
Year 4	10,072,106	5,214,010
Year 5	7,388,706	4,217,502
Year 6 and onwards	11,513,962	10,972,519
	96,937,033	72,370,077

These leases are classified as operating lease because the risks and rewards incidental to ownership of the assets are not substantially transferred. The unguaranteed residual values do not represent a significant risk for the Group, as they relate to properties which are located in locations with mainly constant increase in value.

In the financial year ended 31 December 2025, contingent rents recognised in the consolidated income statement was \$6,986 (2024: \$6,766). Contingent rents are receivable subject to the related revenue exceeding a level stated in the respective agreements.

34. CORPORATE GUARANTEES, UNSECURED

The Company has given corporate guarantees of \$1,082,979,500 (2024: \$967,316,560) to financial institutions in connection with credit facilities granted to its subsidiaries. The liabilities of the Company are limited to the outstanding principal amounts due to lenders and bankers' guarantee issued by financial institutions of its subsidiaries amounting to \$775,019,836 (2024: \$711,020,460).

Notes to the Financial Statements

For the financial year ended 31 December 2025

35. DIVIDENDS

Group and Company

	2025 \$	2024 \$
Declared and paid during the financial year:		
Dividends on ordinary shares:		
- Final exempt (one-tier) dividend for 2024 – 0.5 cent (2024: for 2023 – 0.5 cent) per share	2,352,791	2,352,791
- Interim exempt (one-tier) dividend for 2025 – 0.25 cent (2024: for 2024 – 0.25 cent) per share	1,176,397	1,176,397

Proposed but not recognised as a liability as at 31 December:

Group and Company

	2025 \$	2024 \$
Dividends on ordinary shares, subject to shareholders' approval at the Annual General Meeting:		
- Final exempt (one-tier) dividend for 2025 – 1.00 cent (2024: 0.5 cent) per share	4,705,582	2,352,791

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group and the Company are exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks include interest rate risk, liquidity risk, credit risk, foreign currency risk and market price risk.

The Board of Directors reviews and agrees policies and procedures for the management of these risks, which are executed by the Executive Directors and Chief Financial Officer. The Audit and Risk Committee provides independent oversight to the effectiveness of the risk management process. It is and has been throughout the current and previous 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 and the Company's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

There has been no change to the Group's exposure to these financial risks or the manner in which it manages and measures the risks.

Notes to the Financial Statements

For the financial year ended 31 December 2025

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

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 bank loans and borrowings, and interest-bearing loans from the subsidiaries. All of the Group's and the Company's financial assets and liabilities at floating rates are contractually repriced at intervals of less than 3 months (2024: less than 6 months) from the end of the reporting period.

The Group's exposure to the risks of changes in market interest rates relates primarily to the Group's long term debt obligation with floating interest rates. Management reviews the interest rate strategies to minimise interest rate risk by taking into account the cash flow forecasts, term of debt obligation and market outlook.

Sensitivity analysis for interest rate risk

At 31 December 2025, if interest rates had been 100 (2024: 100) basis points higher with all other variables held constant, the Group's profit net of tax would have been approximately \$6,885,000 (2024: \$6,151,000) lower arising mainly as a result of higher interest expense on floating rate loans and borrowings. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment, showing a significantly higher volatility as in prior years.

Information relating to the Group's interest rate exposure is disclosed in the notes on the Group's borrowings, including leasing obligations.

Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

The Group's and the Company's liquidity risk management policy is to arrange specific credit facilities with different banks. With the good reputation and the long term relationship maintained with the banks, the Group is able to obtain high financing quantum at favourable interest rates. In addition, the Group has maintained standby credit facilities such as term loans, revolving credit facilities and bank overdraft to meet any immediate obligations.

As at end of financial year, the Company is in a net current liabilities position mainly due to maturity of borrowings due to its subsidiaries within the next 12 months. The Company will be able to continue to roll over its loans upon its maturity.

Notes to the Financial Statements

For the financial year ended 31 December 2025

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

Liquidity risk (Cont'd)

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and the Company's financial liabilities at the end of the reporting period based on contractual undiscounted repayments obligations.

Group	Less than 1 year \$	1 to 5 years \$	More than 5 years \$	Total \$
31 December 2025				
Financial liabilities				
Trade and other payables ⁽¹⁾	2,142,818	–	–	2,142,818
Due to a related company, trade	16,216	–	–	16,216
Due to a related company, non-trade	15,906	–	–	15,906
Other liabilities ⁽²⁾	10,207,485	3,757,128	–	13,964,613
Interest bearing loans and borrowings (excluding lease liabilities)	264,553,951	603,084,476	–	867,638,427
Lease liabilities	4,961,953	16,473,038	5,305,952	26,740,943
Total undiscounted financial liabilities	281,898,329	623,314,642	5,305,952	910,518,923
31 December 2024				
Financial liabilities				
Trade and other payables ⁽¹⁾	4,456,610	–	–	4,456,610
Derivatives - liabilities	11,899	–	–	11,899
Due to a related company, trade	7,630	–	–	7,630
Due to a related company, non-trade	26,040	–	–	26,040
Other liabilities ⁽²⁾	10,924,344	2,402,245	–	13,326,589
Interest bearing loans and borrowings (excluding lease liabilities)	202,416,170	582,096,628	–	784,512,798
Lease liabilities	4,791,269	16,563,532	8,116,656	29,471,457
Total undiscounted financial liabilities	222,633,962	601,062,405	8,116,656	831,813,023

(1) Exclude advance receipts and billings, GST payables, lease payables and withholding taxes payables.

(2) Exclude pre-sale deposits received, deferred income and withholding taxes accrued.

Notes to the Financial Statements

For the financial year ended 31 December 2025

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

Liquidity risk (Cont'd)

Analysis of financial instruments by remaining contractual maturities (Cont'd)

	Less than 1 year \$	1 to 5 years \$	Total \$
Company			
31 December 2025			
Financial liabilities			
Trade and other payables ⁽¹⁾	6,162	–	6,162
Other liabilities	923,191	–	923,191
Due to a subsidiary, trade	196,401	–	196,401
Due to subsidiaries, non-trade	158,257,491	–	158,257,491
Total undiscounted financial liabilities	159,383,245	–	159,383,245
31 December 2024			
Financial liabilities			
Trade and other payables ⁽¹⁾	8,419	–	8,419
Other liabilities	896,497	–	896,497
Due to subsidiaries, non-trade	137,472,925	–	137,472,925
Total undiscounted financial liabilities	138,377,841	–	138,377,841

⁽¹⁾ Excludes GST payables.

The table below shows the contractual expiry by maturity of the Group's and Company's financial guarantees. The maximum amounts of financial guarantee contracts are allocated to the earliest period in which the guarantee could be called.

	Less than 1 year \$	1 to 5 years \$	Total \$
Group			
31 December 2025			
Financial guarantees	190,956	902,134	1,093,090
31 December 2024			
Financial guarantees	1,135,667	148,163	1,283,830
Company			
31 December 2025			
Financial guarantees	186,236,682	588,783,154	775,019,836
31 December 2024			
Financial guarantees	138,092,799	572,927,661	711,020,460

Notes to the Financial Statements

For the financial year ended 31 December 2025

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

Liquidity risk (Cont'd)

Analysis of financial instruments by remaining contractual maturities (Cont'd)

Based on historical experience and adjusted for forward-looking factors specific to the company, management has assessed that the estimated credit loss arising from financial guarantees is minimal.

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 and the Company's exposure to credit risk arises primarily from trade and other receivables, including amounts due from subsidiaries and related companies. For the other financial assets (including investment securities, cash and short-term deposits), the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties. 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. The Group and the Company do not expect to incur material credit losses on their financial instruments.

The Group and the Company develop and maintain their credit risk gradings to categorise exposures to its financial instruments according to their degree of risk of default. The Group uses its past collection history, existing market conditions as well as forward looking estimates to rate its receivables.

The Group and the Company's credit risk framework comprise the following categories:

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

Notes to the Financial Statements

For the financial year ended 31 December 2025

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

Credit risk (cont'd)

The Group and the Company determine that its financial assets (including amounts due from subsidiaries and related companies) are credit-impaired when:

- There is significant financial difficulty of the debtor
- A breach of contract, such as a default or past due event
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation
- There is disappearance of an active market for that financial asset because of financial difficulty.

Financial assets are written off when there is no reasonable expectation of recovery, such as a debtor failing to meet a repayment plan with the Group and the Company. Where loans and receivables have been written off, the Group and the Company continue to engage enforcement activity to attempt to recover the receivables due. Where recoveries are made, these are recognised in profit or loss.

Management assessed the recoverability of the amounts due from subsidiaries to determine if there is any credit default and expected credit loss. In determining the expected credit loss, management has taken into account the financial position of the subsidiaries, adjusted for factors that are specific to the subsidiaries and general economic conditions of the industry in which the subsidiaries operate, in estimating the probability of default of the loans due from subsidiaries as well as the loss upon default.

Based on available information, management has assessed that amounts due from subsidiaries have low credit risk. Accordingly, for the purpose of impairment assessment, the loss allowance is measured at an amount equal to 12 months expected credit losses. The assessment of the credit quality and loss allowance for the amounts due from subsidiaries are disclosed in Note 18(ii)(a).

There has been no material change in the estimation techniques or significant assumptions made during the current reporting period in assessing the loss allowance for amounts due from subsidiaries.

For trade receivables, the Group applies the simplified approach in calculating lifetime expected credit losses. The Group determines the expected credit losses on trade receivables by referencing to its historical credit loss experience based on past due status of the debtors, adjusted for forward-looking factors specific to the debtors and the economic environment. For certain trade receivables, the Group has sufficient deposit to cover those debts that are overdue. There is no probability of default for cases where deposits collected are greater than the amount outstanding. The gross and net carrying amount of the Group's trade and other receivables and further details on the loss allowance for the trade receivables are disclosed in Note 17.

Excessive risk concentration

Concentration arises when a number of counterparties are engaged in similar business activities, or activities in the same geographical region, or have economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentrations indicate the relative sensitivity of the Group's performance to developments affecting a particular industry.

In order to avoid excessive concentrations of risk, the Group's policies and procedures include specific guidelines to focus on maintaining a diversified portfolio. Identified concentrations of credit risks are controlled and managed accordingly. Selective hedging is used within the Group to manage risk concentrations at both the relationship and industry levels.

Notes to the Financial Statements

For the financial year ended 31 December 2025

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

Credit risk (cont'd)

Exposure to credit risk

At the end of the reporting period, the Group's and the Company's maximum exposure to credit risk is represented by:

- The carrying amount of each class of financial assets recognised in the balance sheets
- A nominal amount of \$1,082,979,500 (2024: \$967,316,560) relating to corporate guarantees provided by the Company to banks on subsidiaries' bank facilities

Information regarding credit exposure for trade and other receivables is disclosed in Note 17.

Credit risk concentration profile

The Group determines concentrations of credit risk by monitoring the country and industry sector profile of its trade receivables on an on-going basis. The credit risk concentration profile of the Group's trade receivables excluding GST receivables at the end of the reporting period is as follows:

Group	2025		2024	
	\$	% of total	\$	% of total
By country:				
Australia	831,671	34	1,003,436	40
Singapore	1,516,392	63	1,450,191	58
United Kingdom	66,121	3	61,733	2
	2,414,184	100	2,515,360	100
By industry sectors:				
Rental	498,654	21	276,696	11
Hotel	1,789,610	74	2,013,343	80
Leisure	125,920	5	225,321	9
	2,414,184	100	2,515,360	100

For trade and other receivables, the Group has applied the simplified approach in SFRS(I) 9 and uses an allowance matrix to measure the expected credit losses of trade receivables from customers. The allowance matrix is based on historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. Note 17 includes further details on the loss allowance for these receivables.

Financial assets that are neither past due nor impaired

Trade and other receivables, due from related companies and other assets that are neither past due nor impaired are with creditworthy debtors with good payment record with the Group. Cash and short-term deposits and other investments that are neither past due nor impaired are placed with or entered into with reputable financial institutions or companies with high credit ratings and no history of default.

Financial assets that are either past due or impaired

Information regarding financial assets that are either past due or impaired is disclosed in Note 17 (Trade and other receivables).

Notes to the Financial Statements

For the financial year ended 31 December 2025

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

Foreign currency risk

Foreign exchange risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates.

The Group has some assets and liabilities denominated in foreign currencies and have exposure to foreign exchange risk mainly in Australian Dollar, British Pound, Euro, Hong Kong Dollar and United States Dollar. The following table demonstrates the sensitivity of the Group's profit net of tax if the exchange rates had been 5% (2024: 5%) higher/lower with all other variable held constant.

Group		Profit after tax 2025	Profit after tax 2024
Australian Dollar	strengthened 5%	1,283,847	2,059,573
	weakened 5%	(1,283,847)	(2,059,573)
British Pound	strengthened 5%	(1,578,159)	(929,074)
	weakened 5%	1,578,159	929,074
Euro	strengthened 5%	(4,921,663)	(4,502,262)
	weakened 5%	4,921,663	4,502,262
Hong Kong Dollar	strengthened 5%	(173,633)	(178,385)
	weakened 5%	173,633	178,385
United States Dollar	strengthened 5%	(2,122,392)	(2,310,234)
	weakened 5%	2,122,392	2,310,234

The Group is also exposed to currency translation risk arising from its net investments in foreign operation in Australia and United Kingdom. The Group uses loans in foreign currency to hedge its exposure to foreign exchange risk on investments in foreign operations where applicable. The Group also uses forward currency contracts to manage foreign exchange risk.

Market price risk

Market price risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market prices (other than interest or exchange rates). The Group is exposed to price risk arising from its investments classified as financial assets. The Group does not have exposure to commodity price risk.

Sensitivity analysis for price risk

At the end of the reporting period, if the market prices had been 2% (2024: 2%) higher/lower with all other variables held constant, the Group's profit net of tax would have been approximately \$8,579,000 (2024: \$7,416,000) higher/lower, arising as a result of higher/lower fair value gains on other investments, and the Group's equity would have been \$8,579,000 (2024: \$7,416,000) higher/lower, arising as a result of an increase/decrease in the fair value of other investments.

Notes to the Financial Statements

For the financial year ended 31 December 2025

37. FAIR VALUE OF ASSETS AND LIABILITIES

(a) Fair value hierarchy

The Group categorises fair value measurements 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 or indirectly, 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.

(b) Assets and liabilities measured at fair value

The following table shows an analysis of each class of assets and liabilities measured at fair value at the end of the reporting period:

Fair value measurements at the end of the reporting period using

	Quoted prices in active markets for identical instruments (Level 1) \$	Significant observable inputs other than quoted prices (Level 2) \$	Significant unobservable inputs (Level 3) \$	Total \$
Group				
31 December 2025				
Recurring fair value measurements				
Assets				
Financial assets:				
<u>At fair value through profit or loss (Note 21)</u>				
Quoted investments	205,670,788	-	-	205,670,788
Unquoted investments	-	-	255,374,718	255,374,718
Total other investments	205,670,788	-	255,374,718	461,045,506
<u>Derivatives (Note 23)</u>				
Options	-	-	20	20
Total derivatives	-	-	20	20
Financial assets as at 31 December 2025	205,670,788	-	255,374,738	461,045,526

Notes to the Financial Statements

For the financial year ended 31 December 2025

37. FAIR VALUE OF ASSETS AND LIABILITIES (CONT'D)

(b) Assets and liabilities measured at fair value (Cont'd)

Fair value measurements at the end of the reporting period using

Group	Quoted prices in active markets for identical instruments (Level 1) \$	Significant observable inputs other than quoted prices (Level 2) \$	Significant unobservable inputs (Level 3) \$	Total \$
31 December 2024				
Recurring fair value measurements				
Assets				
Financial assets:				
<u>At fair value through profit or loss (Note 21)</u>				
Quoted investments	164,010,827	–	–	164,010,827
Unquoted investments	–	–	234,307,331	234,307,331
Total other investments	164,010,827	–	234,307,331	398,318,158
<u>Derivatives (Note 23)</u>				
Options	–	–	300	300
Total derivatives	–	–	300	300
Financial assets as at 31 December 2024	164,010,827	–	234,307,631	398,318,458
Liabilities				
Financial liabilities:				
<u>Derivatives (Note 23)</u>				
Options	–	–	(11,899)	(11,899)
Total derivatives	–	–	(11,899)	(11,899)
Financial liabilities as at 31 December 2024	–	–	(11,899)	(11,899)

Notes to the Financial Statements

For the financial year ended 31 December 2025

37. FAIR VALUE OF ASSETS AND LIABILITIES (CONT'D)

(c) Level 3 fair value measurements

Information about significant unobservable inputs used in Level 3 fair value measurements

Financial instruments measured with valuation techniques using significant unobservable inputs (Level 3) include unquoted trading investments and derivatives such as options contracts.

For unquoted investments and derivatives held through financial institutions, the Group relies on the valuations as provided by the respective financial institutions managing these investments. These financial institutions in turn use their own valuation techniques, such as revalued net asset values. For unquoted investments invested directly by the Group, management used valuation techniques such as comparable market approach in determining the fair value. Therefore, the unquoted investments and derivatives are reported in Level 3 of the fair value hierarchy as the fair values are determined based on models with unobservable market inputs to derive the closing price.

The following table shows the information about fair value measurements using significant unobservable inputs (Level 3):

2025	Valuation techniques	Unobservable inputs	Ratio	Sensitivity of the input to fair value
Unquoted investments invested directly by the Group	Comparable market approach	Price-to-book multiples of peer companies	1.77x	A 5% increase (decrease) in the price-to-book multiple would result in an increase (decrease) in fair value by \$10,709,000
2024	Valuation techniques	Unobservable inputs	Ratio	Sensitivity of the input to fair value
Unquoted investments invested directly by the Group	Comparable market approach	Price-to-book multiples of peer companies	1.64x	A 5% increase (decrease) in the price-to-book multiple would result in an increase (decrease) in fair value by \$5,070,000

Notes to the Financial Statements

For the financial year ended 31 December 2025

37. FAIR VALUE OF ASSETS AND LIABILITIES (CONT'D)

(c) Level 3 fair value measurements (Cont'd)

Movements in Level 3 assets and liabilities measured at fair value

The following table presents the reconciliation for all assets and liabilities measured at fair value based on significant unobservable input (Level 3):

	Fair value measurements using significant unobservable inputs (Level 3)		
	Unquoted investments \$	Derivatives assets \$	Total \$
Group			
31 December 2025			
At 1 January	234,307,331	(11,599)	234,295,732
Gain on disposal of other investments	69,810	–	69,810
Fair value changes included in profit or loss	5,472,103	11,619	5,483,722
Return of capital	(12,775,686)	–	(12,775,686)
Purchase of other investments	33,790,394	–	33,790,394
Proceeds from disposal of other investments	(5,489,234)	–	(5,489,234)
At 31 December	255,374,718	20	255,374,738

	Fair value measurements using significant unobservable inputs (Level 3)		
	Unquoted investments \$	Derivatives assets/ (liabilities) \$	Total \$
Group			
31 December 2024			
At 1 January	195,441,609	100,332	195,541,941
Loss on disposal of other investments	(181,228)	–	(181,228)
Fair value changes included in profit or loss	14,277,040	(298,072)	13,978,968
Return of capital	(302,585)	–	(302,585)
Purchase of other investments	32,810,900	–	32,810,900
Proceeds from disposal of other investments	(7,738,405)	–	(7,738,405)
Settlement of derivatives	–	186,141	186,141
At 31 December	234,307,331	(11,599)	234,295,732

Notes to the Financial Statements

For the financial year ended 31 December 2025

37. FAIR VALUE OF ASSETS AND LIABILITIES (CONT'D)

(d) Assets and liabilities not carried at fair value but for which fair value is disclosed

The following table shows an analysis of the Group's assets not measured at fair value but for which fair value is disclosed:

	<u>Fair value measurements at the end of the reporting period using</u>			
	<u>Quoted prices in active markets for identical instruments (Level 1)</u>	<u>Significant observable inputs other than quoted prices (Level 2)</u>	<u>Significant unobservable inputs (Level 3)</u>	<u>Total</u>
	\$	\$	\$	\$
Group				
31 December 2025				
Assets				
Investment properties	–	–	840,711,950	840,711,950
	<hr/>			
31 December 2024				
Assets				
Investment properties	–	–	830,846,080	830,846,080
	<hr/>			

Determination of fair value

The fair values of the investment properties as disclosed in the table above were based on the income capitalisation method and/or direct comparison method. The income capitalisation method involves the conversion of the estimated annual net rental income of the property after deducting all necessary outgoings and expenses such as property tax, costs of repairs and maintenance and insurance into a capital sum at a suitable rate of return which reflects the tenure and quality of the investment, while the direct comparison method considers the sale of similar properties that have been transacted in the open market.

The valuations of the investment properties are based on the highest and best use. Current use, unless there are evidence to the contrary, is considered highest and best use.

(e) Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

The carrying amounts of cash and short term deposits, trade and other receivables, other assets, due from/to related companies (trade)/(non-trade), trade and other payables, other liabilities and interest-bearing loans and borrowings are reasonable approximation of their fair values, either due to their short-term nature or that they are floating rate instruments that are repriced to market interest rate on or near the end of the reporting period.

Notes to the Financial Statements

For the financial year ended 31 December 2025

38. CAPITAL MANAGEMENT

Capital includes debt and equity items as disclosed in the table below:

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximise shareholder value.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the years ended 31 December 2025 and 31 December 2024.

The Group monitors capital using a debt to equity ratio, which is total interest-bearing loans and borrowings divided by equity attributable to the owners of the Company. Include in the total interest-bearing loans and borrowings is the lease liabilities of \$23,640,227 (2024: \$25,411,732).

Group	2025 \$	2024 \$
Interest bearing loans and borrowings (Note 27)	853,524,004	768,302,926
Equity attributable to the owners of the Company	744,017,677	715,120,352
Debt to equity ratio	114.7%	107.4%

39. SEGMENT INFORMATION

For management purposes, the Group is organised into business units based on their products and services, and has four (2024: five) reportable operating segments as follows:

- i. The rental segment is in the business of renting of space under the investment properties and property, plant and equipment.
- ii. The leisure segment is in the business of providing leisure and recreational facilities, including bowling centres, billiards centres and amusement centres under the brand 'SuperBowl'.
- iii. The hotel operations segment is operated under the brand names of "Aloft Singapore Novena", "Holiday Inn Express Trafford City", "Aloft Perth" and "Great Eastern Motor Lodge".
- iv. The other investments portfolio consists of a mix of quoted and unquoted investments.
- v. The others segment is involved in Group-level corporate services and treasury functions.

In 2024, the Group had included the development properties as a reportable operating segment in the business of acquiring land/property and developing them into residential/industrial/commercial properties for sales. As at the reporting date, the Group held two unsold residential units at Marina Tower, Melbourne, which are currently leased out while the Group continues to explore potential sale opportunities. As the remaining activity no longer constitutes a reportable segment under SFRS(I) 8, it is presented as part of the rental segment from the financial year 2025 onward.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which in certain respects, as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements.

Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with third parties.

Notes to the Financial Statements

For the financial year ended 31 December 2025

39. SEGMENT INFORMATION (CONT'D)

31 December 2025	Rental Income \$	Leisure Business \$	Hotel Income \$	Other Investments \$	Others \$	Elimination \$	Total \$
Revenue:							
Segment revenue							
- External sales	29,370,981	10,812,414	94,818,627	-	-	-	135,002,022
- Inter-segment sales (Note A)	291,211	-	-	-	2,813,389	(3,104,600)	-
	<u>29,662,192</u>	<u>10,812,414</u>	<u>94,818,627</u>	<u>-</u>	<u>2,813,389</u>	<u>(3,104,600)</u>	<u>135,002,022</u>
Results:							
Segment profit/(loss) (Note B)	6,792,107	2,247,235	14,849,318	35,802,132	(7,995,861)	(15,116,809)	36,578,122
Income tax expense							<u>(6,027,851)</u>
Profit after tax							<u>30,550,271</u>
Other information:							
Other income	8,424,160	25,991	526,665	154,852	18,164	-	9,149,832
Interest income	171,755	-	76,049	8,101,753	26,642	-	8,376,199
Finance cost	(7,356,068)	(351,111)	(5,554,633)	(7,610,285)	(5,615,403)	-	(26,487,500)
Fair value changes in other investments	-	-	-	30,221,809	-	-	30,221,809
Fair value changes in derivative instruments	-	-	-	11,619	-	-	11,619
Depreciation expense	(8,667,729)	(2,438,963)	(9,019,800)	-	(60,620)	(12,012,209)	(32,199,321)
Other expenses	(14,530,364)	(1,845,559)	(40,600,099)	(543,557)	(945,256)	-	(58,464,835)
Other material non-cash items:							
Write back of impairment loss on investment property	2,539,045	-	-	-	-	-	2,539,045
Impairment loss on investment property	(534,101)	-	-	-	-	-	(534,101)
Assets:							
Additions to non- current assets (Note C)	940,961	1,194,297	2,284,726	-	10,881	-	4,430,865
Segment assets (Note D)	<u>472,189,794</u>	<u>12,550,398</u>	<u>214,902,091</u>	<u>591,226,973</u>	<u>4,453,884</u>	<u>-</u>	<u>1,295,323,140</u>
Segment liabilities (Note E)	<u>299,326,756</u>	<u>9,844,157</u>	<u>192,536,242</u>	<u>249,621,909</u>	<u>138,430,989</u>	<u>-</u>	<u>889,760,053</u>

Notes to the Financial Statements

For the financial year ended 31 December 2025

39. SEGMENT INFORMATION (CONT'D)

31 December 2024	Development Properties \$	Rental Income \$	Leisure Business \$	Hotel Income \$	Other Investments \$	Others \$	Elimination \$	Total \$
Revenue:								
Segment revenue								
- External sales	1,020,824	29,288,857	11,071,392	83,976,369	-	-	-	125,357,442
- Inter-segment sales (Note A)	-	291,211	-	-	-	2,894,265	(3,185,476)	-
	1,020,824	29,580,068	11,071,392	83,976,369	-	2,894,265	(3,185,476)	125,357,442
Results:								
Segment profit/(loss) (Note B)	170,859	(4,142,283)	2,479,058	18,182,902*	28,168,965	(12,461,144)	(15,197,685)	17,200,672
Income tax expense								(10,640,123)
Profit after tax								6,560,549
Other information:								
Other income	13,395	5,107,025	68,076	20,462,606	-	231,825	-	25,882,927
Interest income	-	202,727	-	22,147	6,703,855	103,517	-	7,032,246
Finance cost	-	(11,752,782)	(421,266)	(13,318,757)	(9,036,452)	(4,014,238)	-	(38,543,495)
Fair value changes in other investments	-	-	-	-	24,555,150	-	-	24,555,150
Fair value changes in derivative instruments	-	-	-	-	(298,072)	-	-	(298,072)
Depreciation expense	-	(8,844,529)	(2,421,024)	(8,827,053)	-	(62,793)	(12,012,209)	(32,167,608)
Other expenses	(863,360)	(17,412,824)	(1,906,136)	(38,652,782)	(860,247)	(1,004,625)	-	(60,699,974)
Other material non- cash item: Impairment loss on investment property	-	(4,079,775)	-	-	-	-	-	(4,079,775)
* This includes \$18,162,000 gain on disposal of Four Points by Sheraton, Melbourne Docklands and defects claims received of \$851,485.								
Assets:								
Additions to non- current assets (Note C)	-	92,651	256,712	38,184,502	-	1,719	-	38,535,584
Segment assets (Note D)	742,418	474,079,629	13,842,734	220,451,312	454,740,551	9,262,839	-	1,173,119,483
Segment liabilities (Note E)	-	299,851,544	10,304,804	194,441,813	171,042,087	131,304,605	-	806,944,853

Notes to the Financial Statements

For the financial year ended 31 December 2025

39. SEGMENT INFORMATION (CONT'D)

Notes

- A Inter-segment revenues are eliminated on consolidation.
- B The following items are deducted from segment profit to arrive at “profit before tax” presented in the consolidated income statement:

	2025 \$	2024 \$
Profit from inter-segment sales	3,104,600	3,185,476
Depreciation	12,012,209	12,012,209
	15,116,809	15,197,685

- C Additions to non-current assets consist of additions to property, plant and equipment.
- D The following items are added to segment assets to arrive at total assets reported in the consolidated balance sheet:

	2025 \$	2024 \$
Segment assets	1,295,323,140	1,173,119,483
<u>Unallocated assets</u>		
Property, plant and equipment	292,241,649	300,753,649
Investment properties	112,793,652	116,293,861
	1,700,358,441	1,590,166,993

- E The following item is added to segment liabilities to arrive at total liabilities reported in the consolidated balance sheet:

	2025 \$	2024 \$
Segment liabilities	889,760,053	806,944,853
<u>Unallocated liability</u>		
Deferred tax liabilities	63,291,652	64,991,380
	953,051,705	871,936,233

Notes to the Financial Statements

For the financial year ended 31 December 2025

39. SEGMENT INFORMATION (CONT'D)

Geographical information

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

	Revenue		Non-current assets	
	2025	2024	2025	2024
	\$	\$	\$	\$
Australia	39,744,883	42,238,006	175,697,770	174,313,586
Singapore	85,636,701	74,138,068	874,308,277	896,891,359
United Kingdom	9,620,438	8,981,368	31,985,428	32,820,763

There had been no transaction with a single external customer that amounts to 10% of the Group's revenue.

40. DIRECTORS' REMUNERATION

The numbers of Directors of the Company whose emoluments fall within the following bands are:

Company	2025	2024
\$2,250,001 to \$2,500,000	1	1
\$250,001 to \$500,000	2	1
Below \$250,000	3	4
	6	6

41. AUTHORISATION OF FINANCIAL STATEMENTS FOR ISSUE

The financial statements for the year ended 31 December 2025 were authorised for issue in accordance with a resolution of the Directors on 10 April 2026.

STATISTICS OF SHAREHOLDINGS

AS AT 18 MARCH 2026

Number of Issued Shares	:	470,557,541
Class of Shares	:	Ordinary
Voting Rights	:	One vote per share

There are no treasury shares or subsidiary holdings as at 18 March 2026.

DISTRIBUTION OF SHAREHOLDINGS

Size of Shareholdings	No. of Shareholders	%	No. of Shares	%
1 - 99	459	21.03	17,024	0.01
100 - 1,000	563	25.79	288,408	0.06
1,001 - 10,000	643	29.45	2,836,929	0.60
10,001 - 1,000,000	499	22.86	33,516,593	7.12
1,000,001 AND ABOVE	19	0.87	433,898,587	92.21
Total	2,183	100.00	470,557,541	100.00

TWENTY LARGEST SHAREHOLDERS

No.	Name	No. of Shares	%
1	RAFFLES NOMINEES (PTE.) LIMITED	333,496,676	70.87
2	CGS INTERNATIONAL SECURITIES SINGAPORE PTE. LTD.	26,632,767	5.66
3	DBS NOMINEES (PRIVATE) LIMITED	22,254,354	4.73
4	MORPH INVESTMENTS LTD	10,020,000	2.13
5	SOON LI HENG CIVIL ENGINEERING PTE LTD	9,125,000	1.94
6	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	5,046,920	1.07
7	BNP PARIBAS NOMINEES SINGAPORE PTE. LTD.	4,347,500	0.92
8	HENG SIEW ENG	3,572,700	0.76
9	MERLIAOS PTE. LTD.	2,896,600	0.62
10	HONG LEONG FINANCE NOMINEES PTE LTD	2,278,150	0.48
11	WOO TCHI CHU	2,208,000	0.47
12	CITIBANK NOMINEES SINGAPORE PTE LTD	2,108,802	0.45
13	GUI BOON SUI @GOI CHON YAN	2,092,200	0.44
14	SOON LEE HENG TRADING & TRANSPORTATION PTE. LTD.	1,752,450	0.37
15	OCBC SECURITIES PRIVATE LIMITED	1,417,268	0.30
16	TAN HUA TOCK	1,321,300	0.28
17	JEN SHEK CHUEN	1,210,000	0.26
18	CHIN KIAM HSUNG	1,110,000	0.24
19	UOB KAY HIAN PRIVATE LIMITED	1,007,900	0.21
20	TEO HO BENG	1,000,000	0.21
TOTAL		434,898,587	92.41

The percentage of the issued shares is calculated based on the number of issued shares as at 18 March 2026.

18.53% of the Company's shares are held in the hands of public. Accordingly, the Company has complied with Rule 723 of the SGX-ST Listing Manual.

Substantial Shareholders as at 18 March 2026

No.	Name	Direct Interest	%	Deemed Interest	%
1	Hiap Hoe Holdings Pte Ltd ⁽ⁱ⁾	-	-	349,578,726	74.29
2	Teo Ho Beng ⁽ⁱⁱ⁾	5,682,100	1.21	349,578,726	74.29
3	Roland Teo Ho Kang ⁽ⁱⁱⁱ⁾	-	-	349,578,726	74.29
4	Gui Boon Sui @Goi Chon Yan ^(iv)	2,092,200	0.44	25,876,950	5.50

Notes:

- (i) Hiap Hoe Holdings Pte Ltd holds 349,578,726 shares with its sub-depository agents as its nominees.
- (ii) Mr Teo Ho Beng's deemed interests are derived from his shareholdings in Hiap Hoe Holdings Pte Ltd and his direct interest in 4,682,100 shares is held through a nominee company.
- (iii) Mr Roland Teo Ho Kang's deemed interest is derived from his being the beneficiary of a trust which holds his shareholdings in Hiap Hoe Holdings Pte Ltd.
- (iv) Based on the list of shareholders provided by SGX as at 18 March 2026, Mr Gui Boon Sui has a direct shareholding of 2,092,200 shares. However, as at 18 March 2026, the Company has not received any notification relating to any disclosure of change in interest from Mr Gui Boon Sui. As such his direct interest continues to be reflected as 2,405,500 shares and his deemed interest continues to be reflected as 25,876,950 shares in the Register of Substantial Shareholders.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Annual General Meeting (“**AGM**”) of Hiap Hoe Limited (the “**Company**”) will be held at Aloft Singapore Novena (West Wing), 16 Ah Hood Road, Zhongshan Room Level 2, Singapore 329982 on Thursday, 30 April 2026 at 10.30 a.m. for the businesses as set out below. Please note that only beverages will be served at the AGM.

This Notice has been made available on SGXNet and the Company’s website and may be accessed at the URL <https://www.hiaphoe.com/annual-general-meeting/2026>.

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 2025 together with the Auditors’ Report. **(Resolution 1)**
2. To declare a final dividend of 1.0 Singapore cent per ordinary share (tax exempt one-tier) for the financial year ended 31 December 2025 (FY2024: 0.5 Singapore cent per ordinary share). **(Resolution 2)**
3. To re-elect the following Directors of the Company who are retiring pursuant to Regulation 106 of the Constitution of the Company:

Mr Teo Ho Beng **(Resolution 3)**

Mr Chan Kum Onn Roger **(Resolution 4)**
4. To approve the payment of Directors’ fees of S\$145,000 for the financial year ended 31 December 2025 (FY2024: S\$145,000). **(Resolution 5)**
5. To re-appoint Messrs Ernst & Young LLP as the Auditors of the Company and to authorise the Directors of the Company to fix their remuneration. **(Resolution 6)**
6. To transact any other ordinary business which may properly be transacted at an Annual General Meeting.

AS SPECIAL BUSINESS

To consider and if thought fit, to pass the following resolution as an Ordinary Resolution, with or without any modifications:

7. **Authority to allot and issue new shares and convertible securities**

That pursuant to Section 161 of the Companies Act 1967 and Rule 806 of the Listing Manual of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”), the Directors of the Company be authorised and empowered to:

- (a) (i) issue shares in the Company (“**shares**”) whether by way of rights, bonus or otherwise; and/or
- (ii) make or grant offers, agreements or options (collectively, “**Instruments**”) that might or would require shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) options, warrants, debentures or other instruments convertible into shares, at any time and upon such terms and conditions and for such purposes and to such persons as the Directors of the Company may in their absolute discretion deem fit; and
- (b) (notwithstanding that the authority conferred by this Resolution may have ceased to be in force) issue shares in pursuance of any Instruments made or granted by the Directors of the Company 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 50% of the total number of issued shares (excluding treasury shares) in the capital of the Company (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 shall not exceed 20% of the total number of issued shares (excluding treasury shares) in the capital of the Company (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) shall be based on the total number of issued shares (excluding treasury shares) in the capital of the Company at the time of the passing of this Resolution, after adjusting for:

NOTICE OF ANNUAL GENERAL MEETING

- (a) new shares arising from the conversion or exercise of any convertible securities;
- (b) new shares arising from exercising share options or vesting of share awards provided the options or awards were granted in compliance with Part VIII of Chapter 8 of the Listing Manual of the SGX-ST; and
- (c) any subsequent bonus issue, consolidation or subdivision of shares,

Adjustments in accordance with (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 Listing Manual of the SGX-ST for the time being in force (unless such compliance has been waived by the SGX-ST) and the Constitution of the Company; and
- (4) unless revoked or varied by the Company in a general meeting, such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company or the date by which the next Annual General Meeting of the Company is required by law to be held, whichever is earlier.

[See Explanatory Note (i)]

(Resolution 7)

By Order of the Board

Ong Beng Hong
Joint Company Secretary
Singapore, 14 April 2026

Explanatory Notes:

- (i) The Ordinary Resolution 7, if passed, will empower the Directors of the Company, effective until the conclusion of the next AGM of the Company, or the date by which the next AGM of the Company is required by law to be held or such authority is varied or revoked by the Company in a general meeting, whichever is the earlier, to issue shares, make or grant Instruments convertible into shares and to issue shares pursuant to such Instruments, up to a number not exceeding, in total, 50% of the total number of issued shares (excluding treasury shares) in the capital of the Company, of which up to 20% 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) will be calculated based on the total number of issued shares (excluding treasury shares) in the capital of the Company at the time this Ordinary Resolution is passed after adjusting for new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which are outstanding or subsisting at the time when this Ordinary Resolution is passed and any subsequent bonus issue, consolidation or subdivision of shares.

Notes:

1. The AGM will be held in a wholly physical format, at Aloft Singapore Novena (West Wing), 16 Ah Hood Road, Zhongshan Room Level 2, Singapore 329982 on Thursday, 30 April 2026 at 10.30 a.m. There will be no option for shareholders to participate virtually. Printed copies of this Notice of AGM and the Proxy Form will be sent by post to shareholders. These documents may also be accessed at the Company's website at the URL <https://www.hiaphoe.com/annual-general-meeting/2026> and has also been made available on SGXNet.
2. Members may also submit questions related to the resolutions to be tabled for approval at the AGM. To do so, all questions must be submitted by 10.30 a.m. on 22 April 2026:
 - (a) in hard copy by sending by post and lodging the same at the Registered Office of the Company at 18 Ah Hood Road, #13-51 Hiap Hoe Building At Zhongshan Park, Singapore 329983; or
 - (b) by email to hiaphoe@hiaphoe.com.

Members will need to identify themselves when posing questions by email or by mail by providing the following details:

- (a) the member's full name as it appears on his/her/its CDP/CPF/SRS/Scrip-based share records;

NOTICE OF ANNUAL GENERAL MEETING

- (b) the member's NRIC/Passport/UEN number;
- (c) the member's contact number and email address; and
- (d) the manner in which the member holds his/her/its Shares in the Company (e.g. via CDP, CPF, SRS or Scrip-based).

The Company will not be able to answer questions from persons who provide insufficient details to enable the Company to verify his/her/its shareholder status.

The Company will address all substantial and relevant questions received from Shareholders before 10.30 a.m. on 22 April 2026 relating to the resolutions tabled for approval at the AGM by 24 April 2026 via an announcement to be published on the Company's website at the URL <https://www.hiaphoe.com/annual-general-meeting/2026> and SGXNet.

- 3. (a) A member who is not a relevant intermediary is entitled to appoint not more than two proxies. Where such member's instrument appointing a proxy(ies) appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the instrument.
- (b) A member who is a relevant intermediary is entitled to appoint more than two proxies, 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 instrument appointing a proxy(ies) 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 instrument. Where the number and class of shares in relation to each proxy is not specified, it will be assumed that each proxy is appointed in relation to an equal number of shares divided amongst the proxies.

"Relevant intermediary" means:

- (a) a banking corporation licensed under the Banking Act 1970 or a wholly-owned subsidiary of such a banking corporation, whose business includes the provision of nominee services and who holds shares in that capacity;
 - (b) a person holding a capital markets services licence to provide custodial services for securities under the Securities and Futures Act 2001 and who holds shares in that capacity; or
 - (c) the Central Provident Fund Board established by the Central Provident Fund Act 1953, in respect of shares purchased under the subsidiary legislation made under that Act providing for the making of investments from the contributions and interest standing to the credit of members of the Central Provident Fund, if the Board holds those shares in the capacity of an intermediary pursuant to or in accordance with that subsidiary legislation.
- 4. A proxy need not be a member of the Company.
 - 5. The instrument appointing the proxy(ies), together with the letter or power of attorney or other authority (if applicable), if any, or a duly certified copy thereof must:
 - (a) if sent by post, be deposited at the registered office of the Company at 18 Ah Hood Road, #13-51 Hiap Hoe Building At Zhongshan Park, Singapore 329983; or
 - (b) if submitted by email, be received by the Company at hiaphoe@hiaphoe.com.

in either case, not less than 72 hours before the time for holding the AGM and in default the instrument of proxy shall not be treated as valid.

A member who wishes to submit an instrument of proxy must first download, complete and sign the proxy form, before submitting it by post to the address provided above, or before scanning and sending it by email to the email address provided above.

NOTICE OF ANNUAL GENERAL MEETING

6. The instrument appointing a proxy(ies) must be signed by the appointor or his attorney duly authorised in writing. Where the instrument appointing a proxy(ies) is executed by a company, it must be either under its common seal or signed on its behalf by a duly authorised officer or attorney.
7. Where the instrument appointing a proxy(ies) is submitted by email, it must be authorised in the following manner:
 - (a) by way of the affixation of an electronic signature by the appointer or his/her duly authorised attorney or, as the case may be, an officer or duly authorised attorney of a corporation; or
 - (b) by way of the appointor or his duly authorised attorney or, as the case may be, an officer or duly authorised attorney of a corporation signing the instrument under hand and submitting a scanned copy of the signed instrument by email.
8. In the case of a member whose shares are entered against his/her/its name in the Depository Register, the Company may reject any instrument appointing a proxy(ies) lodged if such member, being the appointor, is not shown to have shares entered against his/her/its name in the Depository Register as at 72 hours before the time appointed for holding the AGM as certified by The Central Depository (Pte) Limited to the Company.
9. Persons who hold shares through relevant intermediaries (as defined in Section 181 of the Companies Act 1967, including CPF and SRS investors, and who wish to participate in the AGM ("**Relevant Intermediary Participants**") by (a) voting at the AGM if they are appointed as proxies by their respective CPF Agent Banks or SRS Operators; or (b) by appointing the Chairman of the AGM as proxy to vote on their behalf at the AGM, should contact the relevant intermediary (which would include, in the case of CPF and SRS investors, their respective CPF Agent Banks and SRS Operators) through which they hold such shares as soon as possible in order to facilitate the necessary arrangements for them to participate in the AGM. CPF or SRS investors who wish to appoint the Chairman of the AGM as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 5 p.m. on 17 April 2026.
10. The Annual Report for the financial year ended 31 December 2025 may be accessed at the Company's website at the URL <https://www.hiaphoe.com/annual-reports>, under "Annual Report 2025", and have also been made available on SGXNet. Shareholders may request for printed copies of the Annual Report by submitting the request via email to hiaphoe@hiaphoe.com no later than 22 April 2026, and indicate in the same email their name, identification number and mailing address.

Personal data privacy:

By attending the AGM and/or any adjournment thereof or submitting an instrument appointing a proxy(ies) to attend, speak and vote at the AGM and/or any adjournment thereof or submitting any details of the proxy(ies) and/or representative(s) in connection with the AGM, 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, administration and analysis by the Company (or its agents or service providers) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents or service providers) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "**Purposes**"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents or service providers), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents or service providers) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty. Photographic, sound and/or video recordings of the AGM may be made by the Company for record keeping and to ensure the accuracy of the minutes prepared of the AGM. Accordingly, the personal data of a member of the Company and/or its proxy(ies) or representative(s) (such as his/her name, his/her presence at the AGM and any questions he/she may raise or motions he/she proposes/seconds) may be recorded by the Company for such purpose.

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Mr Teo Ho Beng and Mr Chan Kum Onn Roger are the Directors seeking re-election at the forthcoming annual general meeting of the Company to be convened on 30 April 2026 (“**AGM**”) (collectively, the “**Retiring Directors**” and each a “**Retiring Director**”).

Pursuant to Rule 720(6) of the Listing Manual, the information relating to the Retiring Directors as set out in Appendix 7.4.1 to the Listing Manual of the SGX-ST is set out below:

	Mr Teo Ho Beng	Mr Chan Kum Onn Roger
Date of Appointment	16 January 2003	3 May 2023
Date of last re-appointment	30 April 2024	30 April 2024
Age	71	71
Country of principal residence	Singapore	Singapore
The Board’s comments on this appointment (including rationale, selection criteria, board diversity considerations and the search and nomination process)	The Board of the Company, having reviewed and considered the Nominating Committee’s assessment of Mr Teo Ho Beng’s qualifications and work experience, is of the view that Mr. Teo Ho Beng possesses the requisite experience and capabilities to assume the responsibilities as an Executive Chairman of the Company.	The Board of the Company, having reviewed and considered the Nominating Committee’s assessment of Mr Chan Kum Onn Roger’s qualifications and work experience, is of the view that Mr. Chan Kum Onn Roger possesses the requisite experience and capabilities to assume the responsibilities as an Independent Director of the Company.
Whether appointment is executive, and if so, the area of responsibility	Yes, the appointment is executive	No, the appointment is non-executive
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Executive Chairman	Non-Executive and Lead Independent Director Chairman of the Audit & Risk Committee, and Member of the Remuneration Committee and Nominating Committee
Professional Qualifications and Working experience and occupation(s) during the past 10 years	Mr Teo Ho Beng has more than 42 years of experience in the construction and property industries and over 27 years of experience in the leisure industry. Mr Teo held the position as Chief Executive Officer from 2006 and was previously the Executive Chairman of the Board from May 2012 to May 2017.	Fellow Member of the Association of Chartered Certified Accountants Member of the Institute of Singapore Chartered Accountants Member of the Singapore Institute of Directors Member of the Singapore Chartered Tax Professionals Limited Practising Chartered Accountant since 1980 and presently an Executive Director of R Chan & Associates PAC (Chartered Accountants of Singapore)

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	Mr Teo Ho Beng	Mr Chan Kum Onn Roger
Shareholding interest in the listed issuer and its subsidiaries	Direct Interest: 5,682,100 shares Deemed Interest: 349,578,726 shares	No
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	Mr Teo Ho Beng is the father of Mr Teo Keng Joo, Marc.	No
Conflict of Interest (including any competing business)	No	No
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes
Other Principal Commitments Including Directorships		
Past (for the last 5 years)	None	None
Present	Cavenagh Properties Pte Ltd Golden Bay (Realty) Pte Ltd HH Capital Pte Ltd HH Land Pte Ltd HH Properties Pte Ltd HH Residences Pte Ltd Hiap Hoe & Co (Pte) Ltd Hiap Hoe Asset Management Pte Ltd Hiap Hoe Capital Pte Ltd Hiap Hoe Holdings Pte Ltd Hiap Hoe Investment Pte Ltd Hiap Hoe Realty Pte Ltd Hiap Hoe Strategic Pte Ltd Hiap Hoe Superbowl JV Pte Ltd Hiap Hoe Treasure Pte Ltd Hougang Point Ltd Keng Heng Investment Pte Ltd KHI Properties Pte Ltd Ley Choon Group Holdings Limited Meteorite Assets Limited Meteorite Assets Pte Ltd Meteorite Group Pte Ltd Meteorite Land (Great Eastern) Pty Ltd Meteorite Land (Pearl River) Pty Ltd	CA Consultancy Pte Ltd Foster Foods Pte. Ltd. Gold Global Currency Corporation Asia Pte. Ltd. Max Management Pte Ltd R Chan & Associates PAC

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	Mr Teo Ho Beng	Mr Chan Kum Onn Roger
	Meteorite Land (Rowe Avenue) Pty Ltd Meteorite Land Pty Ltd Meteorite Manchester Limited Meteorite Property (Stirling Street) Pty Ltd Prime Properties Pte Ltd Super Funworld Pte Ltd SuperBowl Development Pte Ltd SuperBowl Holdings Limited SuperBowl Jurong Pte Ltd Trafford City Hotel Limited WestBuild Construction Pte Ltd	
Disclose the following matters concerning an appointment of director, chief executive officer, chief financial officer, chief operating officer, general manager or other officer of equivalent rank. If the answer to any question is “yes”, full details must be given.		
(a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No
(b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	Mr Teo Ho Beng	Mr Chan Kum Onn Roger
trustee of a business trust, that business trust, on the ground of insolvency?		
(c) Whether there is any unsatisfied judgment against him?	No	No
(d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No	No
(e) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No	No
(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	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	Mr Teo Ho Beng	Mr Chan Kum Onn Roger
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?		
(g) Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No
(h) Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No
(i) Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No	No
(j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	Mr Teo Ho Beng	Mr Chan Kum Onn Roger
<p>(i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or</p> <p>(ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or</p> <p>(iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or</p> <p>(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?</p>		

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	Mr Teo Ho Beng	Mr Chan Kum Onn Roger
(k) Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No
Disclosure applicable to the appointment of Director only		
<p>Any prior experience as a director of a listed company?</p> <p>If yes, please provide details of prior experience.</p> <p>If no, please state if the director has attended or will be attending training on the roles and responsibilities of a director of a listed issuer as prescribed by the Exchange.</p> <p>Please provide details of relevant experience and the nominating committee's reasons for not requiring the director to undergo training as prescribed by the Exchange (if applicable).</p>	N.A.	N.A.

ANNUAL GENERAL MEETING HIAP HOE LIMITED

Company Registration Number 199400676Z
(Incorporated in the Republic of Singapore)

This form of proxy has been made available on SGXNet and the Company's website and may be accessed at the URL:
<https://www.hiaphoe.com/annual-general-meeting/2026>

Important:

1. This Proxy Form is not valid for use by CPF/SRS investors and shall be ineffective for all intents and purposes if used or purported to be used by them.
2. CPF/SRS investors who wish to vote should contact their CPF Agent Banks or SRS Operators to submit their votes by 5 p.m. on 17 April 2026.
3. Relevant intermediaries (as defined in Section 181 of the Companies Act 1967) may appoint more than two (2) proxies to attend, speak, and vote at the Annual General Meeting.

PROXY FORM

(Please see notes overleaf before completing the Proxy Form)

I/We _____ (name) _____ (NRIC/Passport No./ UEN No.)

of _____ (address)
being a *member/members of Hiap Hoe Limited (the "Company"), hereby appoint:

Name	Address	NRIC/Passport Number	Proportion of Shareholdings	
			No. of Shares	%

and/or (delete as appropriate):

Name	Address	NRIC/Passport Number	Proportion of Shareholdings	
			No. of Shares	%

or failing him/her, the Chairman of the Annual General Meeting as my/our proxy to attend, speak and to vote for me/us on my/our behalf at the Annual General Meeting of the Company to be held at Aloft Singapore Novena (West Wing), 16 Ah Hood Road, Zhongshan Room Level 2, Singapore 329982 on Thursday, 30 April 2026 at 10.30 a.m. and at any adjournment thereof.

I/We direct my/our proxy(ies) to vote for or against the Resolutions, or to abstain from voting on the Resolutions, to be proposed at the Annual General Meeting as indicated hereunder.

If no specific direction as to voting is given or in the event of any other matter arising at the AGM and at the adjournment thereof, the proxy/proxies will vote or abstain from voting at his/her discretion.

No.	Resolutions relating to:	For*	Against*	Abstain*
Ordinary Resolutions				
1	Directors' Statement and Audited Financial Statements for the financial year ended 31 December 2025			
2	Payment of proposed final dividend of 1.0 Singapore cent per ordinary share			
3	Re-election of Mr Teo Ho Beng as a Director			
4	Re-election of Mr Chan Kum Onn Roger as a Director			
5	Approval of Directors' fees amounting to S\$145,000			
6	Re-appointment of Messrs Ernst & Young LLP as Auditors and authorisation for Directors to fix their remuneration			
7	Authority to allot and issue new shares and convertible securities			

* If you wish to exercise all your votes "For" or "Against" the Resolution or to abstain from voting on the Resolution in respect of all your votes, please indicate your vote "For" or "Against" or "Abstain" with a "✓" or a "X" within the box provided. Alternatively, please indicate the number of votes as appropriate.

Dated this _____ day of _____ 2026

Signature(s) of shareholder(s) or
common seal of corporate shareholder

Total Number of Shares in:	
(a) CDP	
(b) Register of Members	
TOTAL	

Notes:

1. The AGM will be held in a wholly physical format, at Aloft Singapore Novena (West Wing), 16 Ah Hood Road, Zhongshan Room Level 2, Singapore 329982 on Thursday, 30 April 2026 at 10.30 a.m. There will be no option for shareholders to participate virtually.
2. (a) A member who is not a relevant intermediary (as defined in Section 181 of the Companies Act 1967) is entitled to appoint not more than two proxies. Where such member's instrument appointing a proxy(ies) appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the Proxy Form. If no proportion is specified, the Company shall be entitled to treat the first named proxy as representing the entire number of shares entered against his name in the Depository Register and any second named proxy as alternate to the first named proxy.

(b) A member who is a relevant intermediary is entitled to appoint more than two proxies, 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 instrument appointing a proxy(ies) 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 instrument. Where the number and class of shares in relation to each proxy is not specified, it will be assumed that each proxy is appointed in relation to an equal number of shares divided amongst the proxies.
3. A proxy need not be a member of the Company.
4. Please insert the total number of shares held by you. If you have shares entered against your name in the Depository Register (as defined in Section 81SF of the Securities and Futures Act 2001), you should insert that number of shares. If you have shares registered in your name in the Register of Members of the Company, you should insert that number of shares. If you have shares entered against your name in the Depository Register and shares registered in your name in the Register of Members, you should insert the aggregate number of shares entered against your name in the Depository Register and registered in your name in the Register of Members. If no number is inserted, the instrument appointing a proxy shall be deemed to relate to all the shares held by you.
5. The instrument appointing the proxy(ies), together with the letter or power of attorney or other authority (if applicable), if any, or a duly certified copy thereof must:
 - (a) if sent by post, be deposited at the registered office of the Company at 18 Ah Hood Road, #13-51 Hiap Hoe Building At Zhongshan Park, Singapore 329983; or
 - (b) if submitted by email, be received by the Company at hiaphoe@hiaphoe.com, in either case not less than 72 hours before the time appointed for the Annual General Meeting, and in default the instrument of proxy shall not be treated as valid.

A member who wishes to submit an instrument of proxy must first download, complete and sign the proxy form, before submitting it by post to the address provided above, or before scanning and sending it by email to the email address provided above.

6. If sent by post, the instrument appointing a proxy(ies) must be signed by the appointor or his attorney duly authorised in writing. Where the instrument appointing a proxy(ies) is executed by a company, it must be either under its common seal or signed on its behalf by a duly authorised officer or attorney.
7. Where the instrument appointing a proxy(ies) is submitted by email, it must be authorised in the following manner:
 - (a) by way of the affixation of an electronic signature by the appointor or his/her duly authorised attorney or, as the case may be, an officer or duly authorised attorney of a corporation; or
 - (b) by way of the appointor or his duly authorised attorney or, as the case may be, an officer or duly authorised attorney of a corporation signing the instrument under hand and submitting a scanned copy of the signed instrument by email.
8. Where an instrument appointing a proxy(ies) is signed or, as the case may be, authorised on behalf of the appointor by an attorney, the letter or power of attorney or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the instrument appointing a proxy(ies), failing which the instrument may be treated as invalid.
9. Completion and return of this instrument appointing a proxy shall not preclude a member from attending, speaking and voting at the Meeting. Any appointment of a proxy or proxies 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 or persons appointed under the instrument of proxy to the Meeting.

General:

The Company shall be entitled to reject the Proxy Form if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the Proxy Form (such as in the case where the appointor submits more than one instrument appointing a proxy(ies)). In addition, in the case of members whose shares are entered against their names in the Depository Register, the Company may reject any Proxy Form lodged if such members are not shown to have shares entered against their names in the Depository Register as at 72 hours before the time appointed for holding the Meeting, as certified by The Central Depository (Pte) Limited to the Company.

Personal Data Privacy:

By attending the Meeting and/or any adjournment thereof or submitting an instrument appointing a proxy, the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Teo Ho Beng (Executive Chairman)
Teo Keng Joo, Marc (Chief Executive Officer)
Tan Kim Seng (Executive Director)
Chan Kum Onn Roger (Lead Independent Non-Executive Director)
Ong Seet Joon Amos (Independent Non-Executive Director)
Kwok Chui Lian (Independent Non-Executive Director)

AUDIT AND RISK COMMITTEE

Chan Kum Onn Roger (Chairman)
Ong Seet Joon Amos
Kwok Chui Lian

NOMINATING COMMITTEE

Kwok Chui Lian (Chairman)
Chan Kum Onn Roger
Ong Seet Joon Amos

REMUNERATION COMMITTEE

Ong Seet Joon Amos (Chairman)
Chan Kum Onn Roger
Kwok Chui Lian

CHIEF FINANCIAL OFFICER

Irene Cheah Lan Kwee

JOINT COMPANY SECRETARIES

Ong Beng Hong
Lee Yuan
Tan Swee Gek

REGISTERED OFFICE / BUSINESS OFFICE

18 Ah Hood Road #13-51
Hiap Hoe Building At Zhongshan Park
Singapore 329983
Tel: +65 6250 2200
Fax: +65 6808 8803

Email: hiaphoe@hiaphoe.com
www.hiaphoe.com

SHARE REGISTRAR AND SHARE TRANSFER OFFICE

Boardroom Corporate & Advisory Services Pte Ltd
1 Harbourfront Avenue
#14-07 Keppel Bay Tower
Singapore 098632

AUDITORS

Ernst & Young LLP
Public Accountants and Chartered Accountants
One Raffles Quay
North Tower, Level 18
Singapore 048583

AUDIT PARTNER-IN-CHARGE

Briston Loo





HIAP HOE LIMITED

Company Registration No. 199400676Z

18 Ah Hood Road #13-51

Hiap Hoe Building At Zhongshan Park

Singapore 329983

Tel +65 6250 2200 Fax +65 6808 8803

www.hiaphoe.com