

The background of the cover is a vibrant, futuristic cityscape at night. It features several tall, illuminated skyscrapers with glowing windows and architectural details. The scene is overlaid with semi-transparent digital elements, including a line graph and various data points, suggesting a focus on technology and finance. The overall color palette is dominated by deep blues, purples, and oranges, creating a high-tech, digital atmosphere.

CREDIT  
BUREAU  

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A S I A

2025  
ANNUAL REPORT

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## VISION

We aspire to be the leading credit and risk information solutions provider in the regions we operate in.



## MISSION

To be the key enabler between lenders and borrowers, promoting lending and borrowing, with higher levels of information transparency, greater credit responsibility, and better data security and protection.



## VALUES

### CUSTOMERS:

Building long term and win-win relationships based on trust and quality of our products and services.

### EMPLOYEES:

To be a caring and equal opportunity employer bringing out the best potential from our employees by encouraging them to relentlessly strive for excellence.

### SOCIETY:

To be a role model exerting positive influence by giving back to society and being a law abiding corporation.

# CORPORATE PROFILE

SGX-ST Mainboard-listed Credit Bureau Asia Limited (“CBA”), together with its subsidiaries (“the Group”) is a leading player in the credit and risk information solutions market in Southeast Asia. CBA provides credit and risk information solutions to an extensive client base of financial institutions (“FI”), multinational corporations, telecommunication companies, government bodies and public agencies, local enterprises and individuals across Singapore, Malaysia, Cambodia and Myanmar. CBA’s business has two core segments, the FI Data Business and the Non-FI Data Business, covering both consumer and commercial credit risk information.

The Group is currently the dominant market leader in Singapore’s FI Data Business, and the sole market player in Cambodia’s and Myanmar’s FI Data Business as at 31 December 2025. CBA’s credit bureaus provide their subscribing members, mainly banks and financial institutions, with access to credit information on consumers or business entities. CBA’s credit bureaus generate credit default risk assessments from up-to-date data contributed by its subscribing members. As at 31 December 2025, the Group has more than 255 financial institution members across Singapore, Cambodia and Myanmar, including banks, microfinance institutions, leasing companies and rural credit operators.

For its Non-FI Data Business, the Group has more than 6,000 enterprise customers, ranging from multinational corporations to small and medium-sized enterprises. CBA’s Non-FI Data Business operates in Singapore and Malaysia, where enterprise customers can access a wide range of business information and risk management services, sales and marketing solutions, and commercial insights. CBA combines data sourced from a variety of publicly accessible registries, Dun & Bradstreet’s extensive international network, as well as information contributed by businesses which subscribe to CBA’s payment bureau services. The Group has access to a database of more than 600 million business records globally.

The Company is further guided by our vision, mission and values statements. The vision statement provides the direction in which the Company desires to go, and together with the mission statement, they help to create the organizational strategy for the business. Coupled with the values statement to inspire employees, the three statements will help propel and guide the Company to greater heights and achievements.

# CHAIRMAN'S MESSAGE



**“** Our efforts would not have been possible without the support of our shareholders. I am pleased that the Board is recommending a final dividend of 2.2 Singapore cents per ordinary share, bringing the total dividend payout for FY2025 to 4.2 Singapore cents per ordinary share, an increase of 5% over FY2024. **”**

Dear Shareholders,

It is my privilege to present the annual report of Credit Bureau Asia Limited (“CBA” or the “Company”, and together with its subsidiaries, the “Group”) for the financial year ended 31 December 2025.

The past year has been one of significant global disruption, but also of opportunity. As economies around the world grappled with geopolitical tensions, shifting trade dynamics, and the accelerating pace of technological change, CBA remains steadfast in its mission: To build a trusted, inclusive, and forward-looking credit ecosystem across Asia.

## **Resilience, Progress, and Purpose in a Changing World**

2025 was defined by volatility. The continuation of conflicts in Venezuela, Ukraine and the Middle East, coupled with rising protectionism and the introduction of sweeping tariffs by major economies, reshaped global supply chains and investor sentiments. These developments were compounded by growing cybersecurity threats and diplomatic fragmentation, creating one of the most complex operating environments in recent memory.

Despite these challenges, CBA demonstrated resilience and agility. We responded proactively - adapting our strategies, investing in innovation, and reinforcing our commitment to transparency and trust. Our ability to navigate uncertainties while staying true to our values is a testament to the strength of our leadership, the dedication of our employees, and the clarity of our long-term vision.

## **Advancing Strategic and Sustainable Growth**

Throughout 2025, we remained focused on executing our growth strategy. We continued to invest in scalable credit bureau platforms, expanded our reach into new markets, and embedded sustainability into the core of our operations, and was able to maintain the net profit margin of the business at more than 50%.

Overall, the Group FY2025 achieved the same results as last year, in spite of the challenging global economy. The slight reduction in PATMI is primarily due to the reduction of interest income as a result of the weak interest rate environment as well as from the effects of the weakening US dollar.

The FI Data business continued to show good growth in FY2025. Credit Bureau Singapore continues to outperform, and Credit Bureau Cambodia business is experiencing a positive turnaround in H2 2025 after slowing down in H1 2025.

Revenue for our non-FI Data business remained resilient. Though its net profit before tax dipped slightly for FY2025, the non-FI Data business enjoyed a healthy rebound in H2 2025 as businesses around the world adjust to the changing global trade policy shifts.

These figures reflect not only the strength of our business model but also the growing demand for reliable credit and risk information across diverse sectors.

A key milestone during the year was Credit Bureau Singapore being officially granted the consumer credit bureau license by the Monetary Authority of Singapore, effective 1 April 2025. This achievement reinforces our leadership in regulatory compliance and data integrity and positions us to play an even more central role in Singapore's financial ecosystem.

We were also honoured to be listed once again in Forbes Asia's "Best Under A Billion", a recognition of our consistent performance and growth. This marks the second consecutive year we have received this prestigious accolade, and it reflects the strength of our fundamentals and the trust placed in us by our stakeholders.

### **Strengthening Our Regional Footprint**

CBA has been growing organically since inception in the 1990s, but we continue to pursue inorganic growth opportunities, focusing on the Asia Pacific region, and in areas which are complementary to our business. While we continue to seek potential acquisition targets at reasonable valuations, we have decided to return excess cash in excess of our immediate needs back to our shareholders via a capital reduction exercise. CBA will continue to review any suitable investment opportunities which may arise from time to time. As and when any such suitable investment opportunities arise, CBA will fund such new investments by way of internal resources, or if required, by external sources of funding, such as through the proceeds from equity and/or debt financing.

### **Corporate Social Responsibility**

I am heartened that our employees are actively engaging with the community through various activities and events. CBA partnered with a Bangkok school serving students from families facing poverty, drug abuse and unemployment, and engaged the students in interactive learning activities to emphasize the importance of education. CBA also partnered with Blossom Seeds to distribute food and essential supplies to vulnerable seniors who face challenges such as isolation and mobility issues, as well as supported and participated in Blossom Seeds' 2025 Charity Walk to promote wellness and community connection. These activities have not only helped CBA employees bond as a team but also foster a sense of fulfilment through such contributions to the betterment of society.

### **Delivering Value to Shareholders**

Our achievements in 2025 are a reflection of the continued support and confidence of our shareholders. In recognition of this, the Board is recommending a final dividend of 2.2 Singapore cents per ordinary share, bringing the total dividend payout for FY2025 to 4.2 Singapore cents per share — a 5% increase over FY2024. This consistent growth in returns underscores our commitment to delivering long-term value and maintaining a disciplined approach to capital management.

### **Looking Ahead with Purpose**

As we look to 2026 and beyond, we do so with optimism and clarity of purpose. The world will continue to evolve, presenting both challenges and opportunities. At CBA, we are committed to staying ahead of the curve — leveraging technology, deepening our regional presence, and fostering a culture of innovation and inclusion. On behalf of the Board, I would like to express my deepest gratitude to our partners, regulators, employees, and shareholders. Your trust and support have been instrumental in our journey from a custodian of credit information to a catalyst for economic empowerment. Together, we will continue to shape a future where credit is not just a financial tool — but a transformative force for progress, inclusion, and opportunity.

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**Mr Kevin Koo**  
*Executive Chairman and Chief Executive Officer*

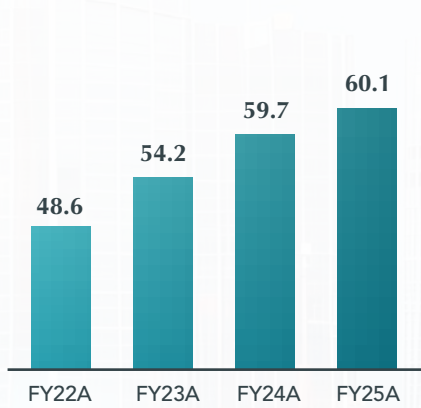
# OUR REGIONAL FOOTPRINT



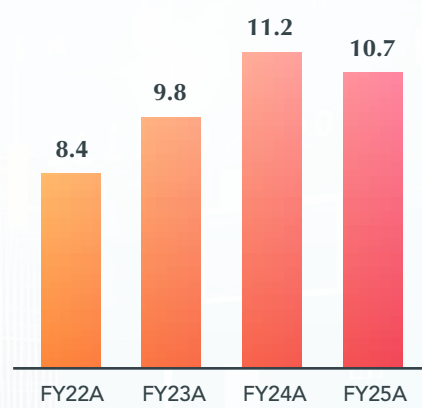
CBA is on a continuous expedition to expand its regional presence towards other countries

# FINANCIAL HIGHLIGHTS

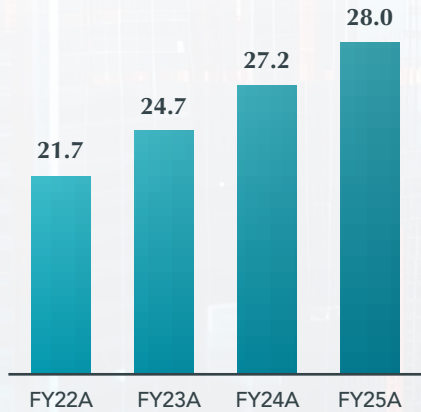
**REVENUE**  
(IN S\$ MN)



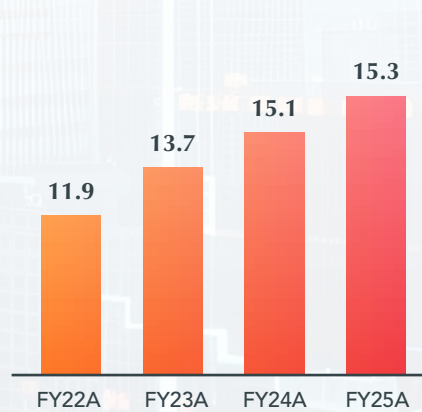
**PATMI**  
(IN S\$ MN)



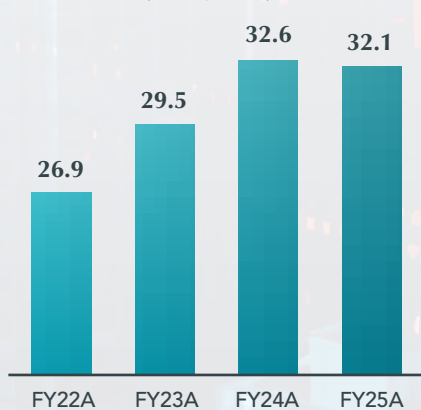
**REVENUE**  
(FI DATA BUSINESS)  
(IN S\$ MN)



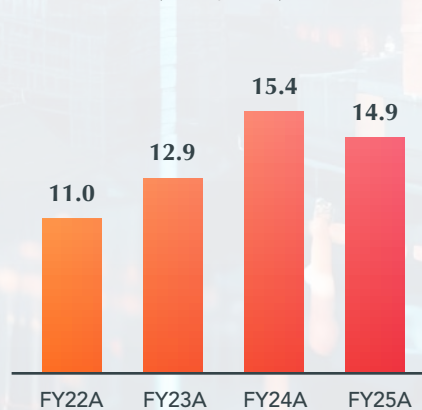
**PBT**  
(FI DATA BUSINESS)  
(IN S\$ MN)



**REVENUE**  
(NON-FI DATA BUSINESS)  
(IN S\$ MN)



**PBT**  
(NON-FI DATA BUSINESS)  
(IN S\$ MN)



# BOARD OF DIRECTORS



## **MR KEVIN KOO** *Executive Chairman and CEO*

Mr Kevin Koo is the founder, Executive Chairman and CEO of our Group. Since establishing the credit information business in Singapore in 1993, he has over 30 years of experience in the credit information industry and has been instrumental to the success and expansion of the Group.

Currently the executive chairman of D&B Singapore, he is also a director on the boards of most of our Group Companies. Mr Koo is responsible for our Group's strategic direction and oversees the overall growth and performance of our Group.

Prior to venturing into the credit and risk information industry, Mr Koo graduated with a degree from the Robert Schumann University of Music Düsseldorf, Germany in 1986. He was also awarded the Deutscher Akademischer Austauschdienst Scholarship by the Public Service Commission in 1981.

## **MR WILLIAM LIM** *Executive Director*

Mr William Lim is an Executive Director of our Group. Mr Lim has been appointed as a managing director of IHPL since 2001, and has been appointed as an executive director of Credit Bureau Singapore since 2003. He has more than 20 years of experience in the credit information industry and is responsible for executing the strategic direction and expansion plans of the Group, having been involved as a key driver for the successful expansion and establishment of the Group's business presence in Singapore, Malaysia, Cambodia and Myanmar to date.

Mr Lim sits on the board of most of our Group Companies and oversees the business operations of our Group as a whole, including aspects such as operations, legal and regulatory, and information technology. Before joining our Group, Mr Lim was a partner in a Singapore law firm between 1994 and 1999. Prior to this, he served in the Singapore Legal Service Commission as a deputy registrar, magistrate, and district judge between 1989 and 1994.

Mr Lim currently sits on the board of advisors for the Financial Planning Association of Singapore and was appointed as a board member of the Business Information Industry Association of Hong Kong in July 2019. Mr Lim graduated from the National University of Singapore with a Bachelor of Laws (Hons) in 1989.

## **MR CHUA KEE LOCK** *Lead Independent Director*

Mr Chua Kee Lock is our Lead Independent Director and the chairman of our Remuneration Committee. He is currently the Group President & CEO of Vertex Venture Holdings Ltd. His other present directorship includes Venture Corporation Limited which is listed on SGX-ST. Prior to joining the Vertex group of companies, Mr Chua was the president and executive director of Biosensors International Group Ltd from 2006 to 2008.

Mr Chua's past senior executive positions include serving as managing director of Walden International, a U.S.-headquartered venture capital firm from 2003 to 2006; deputy president of NatSteel Ltd from 2001 to 2003; chief executive officer of Intraco Limited, an SGX-ST listed company, from 2000 to 2001; and president and co-founder of Mediaring.com Pte Ltd (now known as SEVAK Limited) from 1998 to 2000.

Mr Chua was appointed by the Singapore Government as a non-resident ambassador to the Republic of Morocco and Republic of Panama. He is also the Chairman of the Keppel Technology Advisory Panel. Mr Chua graduated with a Bachelor of Science (Mechanical Engineering) from the University of Wisconsin-Madison in 1984, and a Master of Science in Engineering from Stanford University in 1987.

# BOARD OF DIRECTORS



## **MR LOW SEOW JUAN** *Independent Director*

Mr Low Seow Juan is our Independent Director and the chairman of our Nominating Committee. Since 2006, he has been the chairman of Pinetree Capital Partners Pte Ltd, a Singapore-based fund management company. Mr Low has acted as an advisor to various companies such as Broadven Pte Ltd from 2005 to 2009, Lee & Lee from 2004 to 2013 and Prime Partners Corporate Finance Pte Ltd from 2004 to 2005. Prior to these engagements, he was a partner of Harry Elias Partnership from 1998 to 2003 and a partner of Drew & Napier LLC from 1984 to 1993.

In between his involvements as partners of the two law firms, Mr Low was self-employed and managed various joint venture property investments from 1993 to 1998. Before his legal career, Mr Low was an assistant manager in the banking and corporate finance department of Morgan Grenfell (Asia) Limited from 1982 to 1984. He started his career as an electrical engineer in the Singapore Public Works Department in 1975, before joining the Singapore Economic Development Board where he headed the Aerospace, Medical Optical Division from 1977 to 1981.

Mr Low was conferred a Master of Business Administration from the National University of Singapore in 1986, and graduated with a Bachelor of Laws (Hons) from the University of London in 1979, and a Bachelor of Electrical Engineering (Hons) from Monash University in 1974.

## **MR TAN HUP FOI** *Independent Director*

Mr Tan Hup Foi is our Independent Director and the chairman of our Audit Committee. Mr Tan is currently the chairman of Caring Fleet Services Limited, and has over 30 years of experience in the transportation industry and was previously, among others, the chief executive officer of Trans-Island Bus Services Ltd from 2001 to 2005 and the deputy president of SMRT Corporation Ltd from 2003 to 2005. Mr Tan is also an independent director of Intraco Limited and 17LIVE Group Limited in Singapore and IGG Inc in Hong Kong.

Mr Tan was awarded the Pingat Bakti Masyarakat (Public Service Medal) in 1996 and Bintang Bakti Masyarakat (Public Service Star) in 2008 by the President of the Republic of Singapore. He has served in various capacities such as a board member of the Institute of Technical Education, chairman of the Ngee Ann Polytechnic Council, chairman of the Industrial and Services Co-operative Society Limited, and was a member of the NTUC-U Care Fund Board of Trustees.

A Colombo Plan scholar, Mr Tan graduated with a Master of Science (Industrial Engineering) from the National University of Singapore in 1979, and a Bachelor of Engineering (Hons) from Monash University in 1975.

# KEY MANAGEMENT



*From left to right: Mr William Lim (Executive Director), Mr Frankie Fan (Chief Financial Officer), Ms Audrey Chia (Chief Operations Officer), Mr Yun Kok Siong (Chief Corporate Officer), Mr Kevin Koo (Executive Chairman and CEO).*

**Mr Kevin Koo**  
*Executive Chairman and CEO*  
*(See Board of Directors)*

**Mr William Lim**  
*Executive Director*  
*(See Board of Directors)*

**Ms Audrey Chia**  
*Chief Operations Officer*

Ms Audrey Chia is our Chief Operations Officer and oversees our Non-FI Data Business. Ms Chia is also responsible for the operations of D&B Singapore and D&B Malaysia. She joined our Group in 1996 and has been with our Group for over 25 years. Ms Chia currently serves as the chief executive officer of D&B Singapore and is a director of IISB and MNCB.

With Ms Chia at the helm, D&B Singapore and Malaysia attained a cross-functional culture to introduce innovative solutions. More importantly, her leadership was instrumental in building and growing the Singapore Commercial Credit Bureau business.

Ms Chia graduated with a Bachelor of Commerce from the University of Tasmania in 1996.

**Mr Yun Kok Siong**  
*Chief Corporate Officer*

Mr Yun Kok Siong is our Chief Corporate Officer and is responsible for the corporate affairs and special projects of our Group. He first joined our Group in 2006 and was the chief executive officer of D&B Singapore from 2008 to 2012.

He was also seconded as chief executive officer to Credit Bureau Malaysia from 2010 to 2011. Between 2012 and 2017, Mr Yun spent five years as a general manager for Sino-Singapore Tianjin Ecocity Co Ltd before re-joining our Group in 2017 as president of D&B Singapore. Prior to 2006, he was employed in the Singapore Economic Development Board's Singapore and Chicago Office from 1995 to 1999, Venture Corporation Limited from 2000 to 2003, and Beyonics Technology Limited from 2004 to 2005.

Mr Yun graduated from the University of Michigan, Ann Arbor with a Bachelor of Science in Engineering (Electrical Engineering) in 1993, and a Master of Science in Engineering (Electrical Engineering) in 1994. He is also the recipient of the EDB-Glaxo Scholarship.

**Mr Frankie Fan**  
*Chief Financial Officer*

Mr Frankie Fan is our Chief Financial Officer and oversees the finance and accounts departments of our Group. Mr Fan's responsibilities include financial planning, budgeting, business analysis, financial reporting, tax, treasury, and all general accounting functions for our Group.

Prior to joining our Group in 2003 as a general manager, Mr Fan took on various roles at a number of credit information and debt receivables management companies in Hong Kong from 1989 onwards. He was a general manager at Daily Credit Management Ltd from 2002 to 2003, an assistant credit and collection manager for Apple Daily Ltd from 1998 to 2002, as well as a manager before being promoted to deputy general manager of Daily Credit Services Ltd from 1993 to 1998.

Mr Fan is a Fellow of CPA Australia and graduated with a Bachelor of Social Sciences (Hons.) from the University of Hong Kong in 1989.

# GROUP STRUCTURE

CREDIT  
BUREAU  
A S I A



## Legend:

- Holding Company
- FI Data Business
- Non-FI Data Business

# MAJOR MILESTONES

1995

The Group Executive Chairman & CEO Mr Kevin Koo established a credit information business in Singapore through Infocredit International Pte Ltd to collect and distribute credit information in relation to Singapore-based and foreign commercial enterprises.

1997

Infocredit International Sdn Bhd ("IISB") was incorporated in Malaysia to collect and distribute credit information relating to Malaysia-based and foreign commercial enterprises.

2000

- A joint venture, Infocredit Holdings Pte Ltd ("IHPL"), was established with Keppel and Baycorp.
- D&B Singapore was incorporated on 8 April 2000 as a joint venture entity between IHPL and Dun & Bradstreet (Asia Pacific) Pte Ltd.
- D&B Malaysia was incorporated on 28 September 2000 as a joint venture entity between IISB and D&B Information Services (M) Sdn Bhd.

2002

Credit Bureau (Singapore) Pte Ltd ("CBS") was established as a joint venture between IHPL and the Association of Banks in Singapore. CBS was officially gazetted as a credit bureau under the Banking Act in August 2002.

2005

The Group's proprietary Singapore Commercial Credit Bureau platform was established featuring tiered-access to information on domestic commercial entities by drawing upon a proprietary database and other public sources.

2011

Credit Bureau (Cambodia) Co. Ltd ("CBC"), a joint venture between the Group's Associated Company, EFX Cambodia Holdings, the Association of Banks in Cambodia, the Cambodia Microfinance Association and three Cambodian banks was incorporated and established on 29 November 2011. After obtaining a license granted under the Cambodia Prakas on Credit Reporting, CBC was officially launched on 19 March 2012 to provide credit bureau services to participating members including banks, microfinance institutions, leasing companies and rural credit operators.

2016

- Outside of the Group, a series of mergers and acquisitions resulted in Equifax Inc as the current joint venture partner with the Company, with Equifax Inc holding 49% in IHPL.
- The Group entered into a joint venture agreement with the Myanmar Bank Association in March 2016, to incorporate and establish Myanmar Credit Bureau Limited ("MMCB") to provide credit bureau services in Myanmar.

2018

MMCB was issued a license under the Myanmar Financial Institutions Law by the Central Bank of Myanmar on 17 May 2018.

# MAJOR MILESTONES

**2019**

The Company was incorporated in Singapore as Credit Bureau Asia Pte Ltd on 21 March 2019 and underwent a restructuring exercise to prepare for an initial public offering and listing on the main board of SGX-ST.

**2020**

- On 13 November 2020, Credit Bureau Asia Pte Ltd's name was changed to Credit Bureau Asia Limited and on 3 December 2020, the Company was listed and quoted on the official list of SGX-ST.
- On 4 December 2020, the Company's wholly-owned subsidiary, CBA Investment Holdings Pte Ltd (formerly NSP Asia Investment Holding Pte Ltd) completed the acquisition of CBA Data Solutions Pte Ltd, which holds the bureau software technology that is used for the credit bureau operations in Singapore, Cambodia and Myanmar.
- MNCB was officially launched on 30 December 2020.

**2021**

- CBS officially commenced operations of the Money Lender Credit Bureau on the 1 July 2021.
- In August 2021, the Company signed a Memorandum of Understanding with FiinGroup JSC to form a joint venture in Vietnam to provide analytics and data solutions to financial institutions, credit granting agencies, payment services agencies and other data companies and to explore establishing a private credit bureau supporting credit granting financial and non-financial institutions in Vietnam.

**2022**

On 7 December 2022, CBS announced that all five digital banks have joined as members.

**2023**

On 12 April 2023, CBA announced that it has signed a Memorandum of Understanding with China-Singapore (Chongqing) Demonstration Initiative on Strategic Connectivity Administration Bureau to explore cross-border credit bureau cooperation.

**2024**

- On 1 January 2024, the collaboration with Dun & Bradstreet was renewed for another 5 years for both the Singapore and Malaysia markets.
- On 23 October 2024, CBA attended the Forbes Asia's "Best Under a Billion" Forum and Awards Dinner in Hong Kong. CBA is one of the seven Singapore firms included in the list, which were selected out of around 20,000 public listed companies in the Asia Pacific region.

**2025**

- On 1 April 2025, Credit Bureau Singapore was officially granted the consumer credit bureau license by the Monetary Authority of Singapore.
- CBA was named in Forbes Asia's 2025 "Best Under A Billion" list, marking the second consecutive year that CBA has been named among the top 200 top-performing publicly listed small and mid-sized companies across the Asia-Pacific region.

# OPERATIONS REVIEW

A leading player in the credit and risk information solutions market in Southeast Asia, Credit Bureau Asia provides credit and risk information solutions to an extensive client base of banks, financial institutions, multinational corporations, telecommunication companies, government bodies and public agencies, local enterprises and individuals across Singapore, Malaysia, Cambodia and Myanmar (the "Territories").

As the dominant credit and risk information solutions provider across these Territories, the Group has a unique defensive business model where its wide range of consumer and commercial credit reports, coupled with global industry trends, enables it to benefit from increasing volume of credit and trade transactions during an economic boom, whilst maintaining resilient revenue streams during periods of economic downturn, as customers conduct more risk assessments and purchase more credit reports for risk mitigation purposes.

The Group assists its customers to make better-informed, timely decisions by enhancing their risk-assessment and decision-making processes with the help of its products and services which include credit and risk information reports, credit scores, monitoring services, data trends and analytics, and client-specific tailored solutions. The availability of historical credit and payment information in the Group's reports, also helps consumers and businesses to assess and manage their financial health and creditworthiness, providing greater breadth and ease of access to bank credit and trade credit.



With access to extensive and constantly updated information databases combined with information technology and data analytics, the Group is able to provide a wide range of innovative products and services for customers' various purposes including financial health checks, sales and marketing solutions, leads generation, monitoring services, internal compliance, employee screenings, and know-your-customer due diligence. The Group's business is categorised into the following core segments:

## Financial Institution Data Business ("FI Data Business")

The Group has established credit bureaus in Singapore, Cambodia and Myanmar through joint ventures with local and international partners. Depending on the territory involved, the credit bureaus operate to provide their subscribing members, mainly banks and financial institutions, with access to credit information on individual



# OPERATIONS REVIEW



consumers or registered business entities, or both, all of which are generated from up-to-date credit information contributed by subscribing members.

The Group maintains comprehensive historical and up-to-date credit information on consumers and businesses across Singapore, Cambodia and Myanmar. The data is primarily sourced from the credit bureau members contributing their data and information when they subscribe to the Group's services, and this is supplemented with credit-relevant data from public registries. CBS is the dominant market leader in Singapore, CBC is the sole credit bureau in Cambodia and MMCB is the sole credit bureau in Myanmar. Leveraging on an extensive database of credit information, each credit bureau also offers a wide range of derivative products and services including credit scoring, data analytics, credit monitoring services, and customised solutions to address the specific needs of its subscribing members and other customers.

As of 31 December 2025, the FI Data Business provides products and services to more than 255 FI members across Singapore, Cambodia and Myanmar, which include banks, microfinance institutions, leasing companies and rural credit operators. In Singapore, all retail banks licensed by the Monetary Authority of Singapore are members of CBS, and almost all members who have subscribed for memberships with CBS have continued to maintain their memberships with CBS since subscription. In Myanmar and Cambodia in particular, there is a captive market as financial institutions are required by the respective laws and regulations to use credit information from a credit bureau to analyse the payment behaviour of the applicant whenever they receive any new loan application, or renewal or extension of an existing credit facility.

CBS officially commenced operations of the Money Lender Credit Bureau on 1 July 2021. On 1 April 2025, Credit Bureau Singapore was officially granted the consumer credit bureau license by the Monetary Authority of Singapore.

## **Non-Financial Institution Data Business ("Non-FI Data Business")**

In Singapore and Malaysia, we have established joint venture partnerships with Dun & Bradstreet and operate through our subsidiaries Dun & Bradstreet (Singapore) Pte Ltd ("D&B Singapore") and Dun & Bradstreet (D&B) Malaysia Sdn Bhd ("D&B Malaysia") to provide customers with a wide range of business information and risk management services, sales and marketing solutions, commercial insights and other services, using data sourced from a variety of publicly accessible registries and the D&B Worldwide Network as well as information contributed by businesses which subscribe to our payment bureau services.

The Group has access to an extensive database containing more than 600 million global business records. Data used in the reports for our Non-FI Data business is sourced from our proprietary Singapore Commercial Credit Bureau platform database, public databases (including local company registers, court databases and records), as well as from access to the D&B Commercial Database through the Group's joint venture partnership with Dun & Bradstreet.

As at 31 December 2025, the Non-FI Data Business has over 6,000 customers across Singapore and Malaysia which include established corporations such as Procter & Gamble, IBM, Canon, Hitachi, Samsung and Unilever as well as FI Data Business customers, such as American Express, Citibank, DBS Bank and Standard Chartered Bank.

# CORPORATE INFORMATION

## BOARD OF DIRECTORS

**Mr Kevin Koo**  
*Executive Chairman and CEO*

**Mr William Lim**  
*Executive Director*

**Mr Chua Kee Lock**  
*Lead Independent Director*

**Mr Low Seow Juan**  
*Independent Director*

**Mr Tan Hup Foi**  
*Independent Director*

## AUDIT COMMITTEE

**Mr Tan Hup Foi** (*Chairman*)  
**Mr Chua Kee Lock**  
**Mr Low Seow Juan**

## NOMINATING COMMITTEE

**Mr Low Seow Juan** (*Chairman*)  
**Mr Chua Kee Lock**  
**Mr Tan Hup Foi**

## REMUNERATION COMMITTEE

**Mr Chua Kee Lock** (*Chairman*)  
**Mr Low Seow Juan**  
**Mr Tan Hup Foi**

## COMPANY REGISTRATION NUMBER

201909251G

## REGISTERED OFFICE

6 Shenton Way  
#17-10 OUE Downtown 2  
Singapore 068809  
Tel: (65) 6565-6161  
Fax: (65) 6226-0178

## WEBSITE

[www.creditbureauasia.com](http://www.creditbureauasia.com)

## COMPANY SECRETARIES

**Ms Chiang Wai Ming**

## REGISTRAR AND SHARE TRANSFER OFFICE

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

## INDEPENDENT AUDITOR

**Deloitte & Touche LLP**  
6 Shenton Way  
#33-00 OUE Downtown 2  
Singapore 068809

Partner-in-charge: **Mr Hoe Chi-Hsien**  
Appointed with effect from FY2023

## PRINCIPAL BANKERS OF THE GROUP

**CIMB Bank Berhad, Singapore Branch**  
50 Raffles Place  
#09-01 Singapore Land Tower Singapore 048623

**United Overseas Bank Limited**  
80 Raffles Place UOB Plaza Singapore 048624

## INVESTOR RELATIONS

[enquiries@creditbureauasia.com](mailto:enquiries@creditbureauasia.com)

# SUSTAINABILITY REPORT

## 1. BOARD STATEMENT

The Board of Directors (“the Board” or “We”) of Credit Bureau Asia Limited (“CBA” or “the Company”) is pleased to present our FY2025 Sustainability Report (“SR”).

We are committed to striking a balance between revenue growth, profitability, corporate governance, the development of our talented staff, the well-being of our communities both locally and overseas, as well as climate-related issues, to secure long-term success for the Company.

Sustainability is the cornerstone to achieving our long-term vision of success. We have considered and incorporated economic, environmental, social and governance (“EESG”) factors into the way we operate and grow our business, motivate our employees and serve our communities. With the support of the Sustainability Steering Committee (“SSC”), comprising of our management team, we have identified and determined the EESG factors material to the Company and we seek to closely monitor these key EESG matters for their continued relevance to our business.

A few of our businesses are operating under licenses issued by various government agencies. We have to ensure that all rules and regulations pertaining to the licenses are followed to the letter. We have to ensure that there is zero breach of laws and regulations related to the licenses.

As a leading Credit and Risk Information Solutions (“CRIS”) provider in Southeast Asia, data protection and data privacy are paramount. Various best practices, policies, processes and system improvements have been implemented to prevent attacks, unauthorized entries, and other attempts at disruption by hackers and other malicious parties, as well as unauthorized access, misappropriation and misuse of data by internal staff.

Developing our people, who are the lifeblood of our organization, is fundamental for our long-term success. We will continue to review, refine and enhance our human resource practices through initiatives that will improve employee productivity, as well as embrace gender and age diversity to attract and retain the best talent. The objective is to hire the best and right candidate for the particular position.

We recognize the importance of growing the business in a socially responsible manner that creates positive impact in the countries we have operations. At CBA, the culture of caring and giving is ingrained in our DNA. We continue to initiate and take part in various Corporate Social Responsibility (“CSR”) campaigns to help the communities and the underprivileged, both in Singapore and overseas.

## 2. 2025 AT A GLANCE



Employment  
Turnover Rate 20%



Average Training for  
each employee 5.16 hours



Participation  
in CSR activities

# SUSTAINABILITY REPORT



Zero Breach of  
Confidential Information  
and Data



Zero Breach of  
Laws and Regulations



Zero Complaint  
from Whistle Blowing  
channel

### 3. ABOUT THIS REPORT

This report summarizes the Company's policies, approaches, efforts and performance data for our material economic, environment, social and governance ("EESG") factors that are related and fundamental to our business and stakeholders, covering the financial year ended 31 December 2025. We recommend reading this report together with our Annual Report 2025, which provides key summary of our financial performance, as well as details on our corporate governance and risk management.

This report has been prepared in accordance with the requirements of SGX-ST Listing Rules 711A and 711B, and has incorporated the Global Reporting Initiative ("GRI") Standards, an internationally recognised reporting framework that covers a comprehensive range of sustainability disclosures as well as the International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standards.

The scope of this report covers CBA and its subsidiaries in Singapore and Malaysia but does not cover its joint ventures in Cambodia and Myanmar. In particular, it covers subsidiaries which CBA has management control and with substantial operations (revenue more than S\$1 million), and they are Dun & Bradstreet Singapore, Dun & Bradstreet Malaysia, Singapore Commercial Credit Bureau and Credit Bureau

Singapore. CBA has not commissioned any third-party consultant on this report but has engaged Yang Lee & Associates as the internal auditor to review the sustainability reporting process. The review/audit cycle is once every three years and covered the period from 1 August 2024 to 31 July 2025. We relied on internal data monitoring and verification to ensure accuracy for this report. Internal review on the sustainability report is incorporated as part of our internal audit review cycle. We will work towards external assurance for our future sustainability reports subject to market trends and regulatory requirements. The scope of the internal audit covers the following 6 areas: 1. Board Statement and associated governance structure for sustainable practices 2. Sustainability reporting framework 3. Policies, practices and performance 4. Climate-related disclosures consistent with the IFRS recommendations 5. Targets and 6. Material ESG factors.

We are committed to providing transparent and timely reporting and strive to continuously improve the content and quality and completeness of our disclosures in alignment with the reporting principles of the SGX-ST, GRI and ISSB. We value any feedback on our Sustainability Report and welcome your comments to assist us improve our sustainability performance. You may email your comments, suggestions and feedback to [enquiries@creditbureauasia.com](mailto:enquiries@creditbureauasia.com).

# SUSTAINABILITY REPORT

## 4. SUSTAINABILITY APPROACH

### Sustainability Stakeholder Engagement

Stakeholders are individuals or organizations who can have significant impact on CBA's interest or operational performance. After reviewing and analyzing all possible stakeholders, we have identified seven groups which can have material impact to or by CBA's business in the following table.

Key stakeholder	Topics of concern	Engagement Method	Frequency
Shareholders	<ul style="list-style-type: none"> <li>- Sustainable business model</li> <li>- Business expansion</li> <li>- Financial performance</li> <li>- Shareholder returns</li> </ul>	<ul style="list-style-type: none"> <li>- Annual General Meeting</li> <li>- Financial results briefings</li> <li>- Investor engagements</li> <li>- Corporate announcements</li> </ul>	<ul style="list-style-type: none"> <li>- Annual</li> <li>- Ongoing</li> <li>- Ongoing</li> <li>- Ongoing</li> </ul>
Strategic partners	<ul style="list-style-type: none"> <li>- Meeting collaboration KPIs</li> <li>- Alignment of common goals</li> </ul>	<ul style="list-style-type: none"> <li>- Monthly conference call</li> <li>- Annual worldwide meeting</li> </ul>	<ul style="list-style-type: none"> <li>- Monthly</li> <li>- Annual</li> </ul>
Regulators	<ul style="list-style-type: none"> <li>- Data security</li> <li>- Compliance to regulations</li> </ul>	<ul style="list-style-type: none"> <li>- Audits</li> <li>- Consultations and briefings organized by regulators</li> </ul>	<ul style="list-style-type: none"> <li>- Annual</li> <li>- As and when</li> </ul>
Employees	<ul style="list-style-type: none"> <li>- Job security</li> <li>- Remuneration</li> <li>- Career advancement</li> <li>- Job satisfaction</li> <li>- Training opportunity</li> </ul>	<ul style="list-style-type: none"> <li>- Annual performance appraisal</li> <li>- Staff Service Awards</li> <li>- Dinner &amp; Dance events</li> <li>- Monthly birthday celebrations</li> <li>- Monthly managers reviews</li> </ul>	<ul style="list-style-type: none"> <li>- Annual</li> <li>- Annual</li> <li>- Annual</li> <li>- Monthly</li> <li>- Monthly</li> </ul>
Customers	<ul style="list-style-type: none"> <li>- Product quality</li> <li>- Product price</li> <li>- Service level</li> <li>- Customer service</li> </ul>	<ul style="list-style-type: none"> <li>- Customer meetings</li> <li>- Customer events</li> </ul>	<ul style="list-style-type: none"> <li>- As and when</li> <li>- Quarterly</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>- Product quality</li> <li>- Product price</li> <li>- Service level</li> </ul>	<ul style="list-style-type: none"> <li>- Supplier meetings</li> <li>- Supplier events</li> </ul>	<ul style="list-style-type: none"> <li>- As and when</li> <li>- As and when</li> </ul>
Community	<ul style="list-style-type: none"> <li>- Giving back to society</li> </ul>	<ul style="list-style-type: none"> <li>- CSR events</li> </ul>	<ul style="list-style-type: none"> <li>- As and when</li> </ul>

### Sustainability Governance

We adopt a top-down approach to the management of sustainability matters critical to our business and our stakeholders. The Board of Directors oversees our sustainability efforts including climate-related issues. The Board is supported by the SSC, which spearheads our sustainability agenda and determines the material EESG factors that the Company will focus on. The SSC is also responsible for the implementation

of the sustainability agenda and comprise of the Chief Executive Officer, the Executive Director, the Chief Corporate Officer, the Chief Financial Officer and the Chief Operations Officer. The SSC is responsible for developing the sustainability strategies and targets, implementing the action plans, and monitoring the progress and results from those plans and meets at least twice a year. The Board approves and oversees the entire sustainability program.

# SUSTAINABILITY REPORT

We are committed to high standards of corporate governance and believe that this high standard requirement is integral in ensuring sustainability of our business, protecting shareholders' interests and maximizing shareholders' value.

We have put in place a whistle blower policy to provide a mechanism for employees to raise concerns or report through confidential disclosure channels directly to our Board audit committee members, about possible improprieties in all aspects of our business.



## Materiality Assessment

We have undertaken a 4-step materiality assessment approach for our Sustainability Report. They are to identify, prioritize, validate and review material sustainability matters important to the Company. To align with SGX-ST Practice Note 7.6, Sections 3.5 and 4.6, the company will engage internal stakeholders (such as employee in leadership positions) and/or external stakeholders (such as customer and vendors, where feasible). Feedback on materiality factors will be gathered via a survey form, and the results will be submitted to the SSC for review and consideration.

**Identification:** Identification of the material factors that are relevant to our Group's activities and data points for performance reporting.

**Prioritization:** Prioritization of the material factors based on SSC's evaluation.

**Validation:** Results from the materiality assessment will be validated by the Board.

**Review:** The validated sustainability matters will undergo yearly monitoring, review and update, taking into account the feedback received from engagement with stakeholders.

# SUSTAINABILITY REPORT

The following table of material EESG factors for the Company were identified and are addressed in our Sustainability Report. We will continue to review this list annually to ensure its relevance to the Company. None of the identified EESG factors is environment related.

Material EESG Factors	Relevance	Key stakeholders	GRI Standards
Economic Performance	Ensure profitability which will lead to sustainability of the Company's business	Shareholders	GR-201
Employment	Ensure that there is equality and diversity in gender and age	Employees	GRI-401
Training and Education	Ensure that staff are properly trained and educated to meet customers' demand	Employees Customers	GRI-404
Community Engagement	Ensure that we engage local communities and give back to society.	Employees Community	GRI-413
Protection of Confidential Information	Ensure that our IT systems and software are updated and protected against hacking.	Regulators Employees Customers	GRI-418
Compliance with Laws and Regulations	Ensure that there is no breach to the conditions of any license issued	Regulators Employees Strategic partners	non-GRI

## 5. ECONOMIC PERFORMANCE

Economic performance is a key and paramount material factor for the Company. As a publicly listed company on SGX-ST, driving growth and profitability is the first and foremost step to guaranteeing the sustainability of the Company's business.

The Company has a resilient and defensive business model which is relatively immune to economic cycles as well as pandemics. For FY2025, the Company continues to perform well and is profitable. For more information on our financial performance and business plans, please refer to the Financial Statement section of our Annual Report 2025.

## 6. EMPLOYMENT

A company is only as strong and successful as its people. To motivate, develop, retain and groom our people, we strive to provide a conducive working environment that promotes fairness, equality and respect for cultural diversity, regardless of gender and age. Accordingly, we

are committed to promoting diversity and equal opportunity in our hiring policies. The total number of full-time employees in CBA and its subsidiaries as at 31 December 2025 is 189. We do not have any long-term, part-time employee. The breakdown is as follows:

Employees profile breakdown:

By Gender (%)		By Region (%)		By Age Group (%)	
Female:	58	Singapore:	66	=>40 years:	41
Male:	42	Malaysia:	34	<40 years:	59

58% of the workforce are female while the remaining 42% are male. 66% of our staff are hired by our Singapore subsidiaries, while the other 34% are hired by our Malaysia subsidiaries. 59% of staff are below 40 years old.

During the year, 38 staff resigned for various reasons leading to an overall turnover rate of 20%. We also hired 45 new employees with the following breakdown:

# SUSTAINABILITY REPORT

New hires profile breakdown:

By Gender (%)		By Region (%)		By Age Group (%)	
Female:	67	Singapore:	44	=>40 years:	9
Male:	33	Malaysia:	56	<40 years:	91

To help us achieve diversity and equality, we have implemented the following HR practices:

1. Hiring of new employees is based on merit and competency.
2. Recruitment advertisements do not state age, race, gender, religion as criteria.
3. Staff is assessed at least once a year to evaluate their performance and obtain feedback and their remuneration is adjusted where appropriate.

For FY2025, our turnover rate was 20% which is within our target of below 30%. We will maintain our target of keeping turnover below 30% for FY2026 and longer term.

**TARGET for FY2026: We target to keep turnover below 30%.**

## 7. TRAINING AND EDUCATION

We place a high priority on the overall job competency of our employees as it is our belief that well trained and well qualified employees are vital to the long-term success of our business. Training and education cover a wide spectrum of topics ranging from soft skills, such as customer service, sales and marketing, leadership, etc to hard skills such as accounting, IT, software, etc. This is not only important for the Company, the employer, but also equally important for the individual employees. Employees will be able to upskill and upgrade, take on additional roles and responsibilities and thereby, considered for additional remuneration. Employees are consulted, assessed and recommended by their respective managers to take part in a particular training and education programme.

For FY2025, each employee benefitted from an average of 5.16 hours of training. Each male employee received an average of 5.98 hours of training compared with an average of 4.56 hours for each female employee.

For FY2025, we met the target of providing at least 3.80 hours of training per employee. For FY2026 and longer term, we will continue to maintain the target of at least 3.80 hours of training per employee.

**TARGET for FY2026: We target to maintain at least an average of 3.80 hours of training per employee.**

In addition, 100% of confirmed full-time employees in Singapore and Malaysia undergo the annual performance appraisal process every year. This is an opportunity for managers and staff to formally go through a bidirectional review process, to set goals and expectations.

## 8. COMMUNITY ENGAGEMENT

We acknowledge that we not only have to create value for our employees, shareholders, customers, suppliers, but also for the local and wider community, and we strongly believe in our responsibility and ability to be a socially responsible corporate citizen. We consciously strive to foster meaningful connections through the care and passion we bring to our interactions with our stakeholders, and we recognize that our commitment to improving the well-being of our local community is an ongoing journey and not a one-off transaction. Our aim of being integrated with and having a positive impact on our local community has been put into practice through an array of sustainability initiatives. Beginning from 2014, this mindset has guided us through the development of our socially responsible programs and initiatives to advocate for greater social economic inclusion.

To mark Singapore's 60th year of independence, the Association of Banks in Singapore – together with its member banks and industry partners – and Credit Bureau Singapore have raised \$2.3 million for the President's Challenge. The funds came from donations and ticket sales for a charity

# SUSTAINABILITY REPORT



concert. The donation was matched dollar-for-dollar by the Government. The concert was a celebratory musical voyage, fusing tradition and innovation, blending cultures, rhythms and world-class artistry. It featured acclaimed international artiste-composer Aleksey Igudesman and Singapore's own virtuoso violinist Min Lee leading a talented ensemble of budding young musicians. President Tharman Shanmugaratnam was the guest of honour at the June 3 concert, which drew an audience of 660.

Credit Bureau Asia partnered with Soonruamjai School in Bangkok for its annual overseas CSR outreach efforts. Soonruamjai School is an underfunded government school serving approximately 662 students from families facing poverty, drug abuse and unemployment

in the Khlong Toei district. The students who participated in the CSR programme were mostly in Grades 4, 5 and 6, typically between 10 to 12 years of age. Faced with social and financial problems, these children are often prevented from receiving a proper education and are susceptible to youth delinquency and criminal activities. Our team was engaged in interactive learning activities which were designed to create a positive impact and emphasized the importance of education in helping these children break out of the cycle of poverty. These activities include gamified classroom teaching of subjects such as Art, English and Mathematics as well as painting of a mural. These activities have not only helped CBA employees bond as a team but also foster a sense of fulfilment through such contributions to the betterment of society.



# SUSTAINABILITY REPORT



In collaboration with Blossom Seeds Limited, we also distributed food to vulnerable seniors. This outreach took place in our community, where many elderly individuals face challenges such as isolation and immobility issues. We spent the day connecting with these seniors and engaging in meaningful conversations. Our team worked together to distribute food parcels and ensuring that each senior received essential supplies. This experience not only strengthened our bond as a team but also reinforced our commitment to supporting those in need. Witnessing the smiles and gratitude of the seniors we served has deepened our resolve to continue making a positive impact to our community.



Credit Bureau Singapore received the "Appreciation Award" from the Corrupt Practices Investigation Bureau ("CPIB") which recognises exemplary citizens or organisations who have rendered outstanding support to CPIB. The Appreciation Award was presented by Senior Minister of State (Prime Minister's Office) Mr Desmond Tan.

# SUSTAINABILITY REPORT



We were honoured to support and take part in Blossom Seeds Limited's 5th annual Ready-Set-GOLD 2025 Charity Walk, held on 21 September 2025 at Marina Bay Sands. The event celebrated national initiatives like Healthier.SG and AgeWell.SG, bringing together both vulnerable and active seniors to promote wellness and community connection. We were especially honoured by the presence of Mr. Ong Ye Kung, Minister for Health, who graced the event and reaffirmed the importance of community-driven efforts in supporting senior wellness. Our volunteers managed the water stations along the walking route, ensuring participants stayed hydrated, safe, and encouraged throughout the event. From distributing water with care to cheering on seniors with smiles and motivation, our team helped create a warm and uplifting atmosphere. It was a meaningful experience that reminded us of the power of community and the importance of walking alongside our seniors in support and care.

**TARGET for FY2026: We target to participate in one significant CSR event**

## 9. PROTECTION OF CONFIDENTIAL INFORMATION

As a leading player in the credit and risk information solutions market in Southeast Asia, providing information to an extensive customer base of banks, financial institutions, multinational corporations, telecommunication companies, government bodies and public agencies, local enterprises and individuals across different geographies, safeguarding confidential information is paramount in building and maintaining trust in our Company with stakeholders. Security and protection of our data are crucial to our business. As we are in the business of data, we are subject to a variety of legislations, audits, rules and regulations in respect of data privacy and protection in each of the markets we operate in. This includes but is not limited to the Credit Bureau Act and the Personal Data Protection Act.

Our operations involve the collection, use, and transmission of consumer, commercial and other sensitive information over secured networks. Several of our systems are accessible via the internet and maybe vulnerable to attacks, unauthorized entries, and other attempts at disruption by hackers and other malicious parties. We continue to regularly review our IT security network, processes, and procedures to ensure that they are kept up to date in view of the rapid change of technology.

# SUSTAINABILITY REPORT

We adopt best practices and maintain and document comprehensive policies and guidelines to cover all aspects of IT risk management and data security which are material to our business, including the following areas:

- Information technology risk management
- Network security
- Encryption
- Back up and restoration
- Business continuity
- Disaster recovery
- Outsourcing

We enforce day to day IT security measures, such as utilizing firewalls, anti-virus protection and scanning software and implementing periodic password and logical access updating regimes. We monitor and administer access to our platforms and ensure that information and data uploads from our members are performed via secure encrypted channels and are subject to a series of systematic and rigorous data integrity checks to identify and rectify any irregularities. Production data is periodically backed-up, encrypted, and stored in a secure off-site location.

We also regularly perform internal and external audit checks on credit information queries made by our existing members on our credit bureau platforms and investigate possible cases of unauthorized access or excessive queries. We continuously update and internally audit our IT risk management and data security policies, and we are also subject to regular external audits of our internal control procedures.

For FY2025, there was no substantiated complaint concerning breaches of customer privacy or leak, or loss of customer data from the Group's IT network. For FY2026 and beyond, we aim to have zero breaches.

**TARGET for FY2026: We target to maintain zero breach of customer privacy or leak or loss of customer data.**

## 10. COMPLIANCE WITH LAWS AND REGULATIONS

The current business and operations of our business are subject to national laws and regulatory oversight specific to the credit reporting industry, including the Credit Bureau Act, the Moneylenders Act, the Malaysia Credit Rating Agency Act, the Cambodia Prakas on Credit Reporting, the Myanmar Financial Institutions Law and Regulations on Credit Information Reporting System (Notification No. 5/2017). We may be subject to fines and/or penalties in the event of non-compliance with the certain provisions under these relevant national laws and regulations governing credit reporting. Such laws and regulations may also be updated, revised, or enhanced from time to time which could impact our business in ways that we may not be able to accurately predict or foresee, or even result in us being unable to satisfactorily comply with such enhanced regulatory requirements. We are also subject to regular audits by the relevant authorities to ensure that we are compliant with the relevant rules and regulations which we are subjected to.

Conducting our business with integrity and in total compliance with all applicable laws and regulatory framework in countries we operate in, is of the utmost importance.

For FY2025, there was no non-compliance incident with the relevant laws and regulations that resulted in significant fines or statutory or legal actions against the Group. For FY2026 and beyond, we aim to have zero breaches.

**TARGET for FY2026: We target to maintain zero breach of the relevant laws and regulations**

# SUSTAINABILITY REPORT

## 11. CLIMATE RELATED DISCLOSURES

We are committed to supporting the disclosure of information on climate-related risks and opportunities based on the requirements in IFRS S2 and the climate-relevant provisions in IFRS S1 of the IFRS Sustainability Disclosure Standards.

IFRS S2	Disclosures
<b>Governance</b>	<p>1. The Board oversees the management and monitoring of our sustainability efforts and takes into account sustainability-related risk and opportunities, including trade-offs associated with those risk and opportunities, when determining the Group’s strategic direction and policies and when making decisions on major transactions. The Board has the necessary skills and competencies to oversee strategies designed to respond to climate-related risk and opportunities, and all directors have attended the mandated training on sustainability conducted by the Singapore Institute of Directors. In the beginning of every financial year, the Board will discuss and review sustainability plans and targets with the SSC. The Board will also approve the sustainability and climate-related plans and targets for the financial year as well as the sustainability report for the previous financial year. The Board monitors the progress by being kept up to date by the SSC of any significant sustainability and climate-related issues throughout the financial year.</p> <p>2. Our sustainability strategy is developed and directed by the SSC in consultation with and reporting to the Board. The SSC comprises the CEO, Executive Director, CFO, CCO and the COO of the Company. The responsibilities of the SSC include considering climate-related issues in the development of sustainability strategy, target setting, as well as the collection, monitoring and reporting of performance data. The SSC is guided by the Sustainability Steering Committee Terms of Reference, the Enterprise Risk Management Policy as well as the Carbon Footprint Map, all of which are approved by the Board. The SSC meets at least twice a year to discuss and review sustainability issues.</p>
<b>Strategy</b>	<p>3. The SSC has considered possible climate-related physical risks and transition risks over the short-term (1-3 years), medium-term (4-10 years) and long-term (&gt;10 years), and their potential impact to the Company. As the Company operates its business predominately online and in a “clean” environment, produces no physical goods and owns no material production assets, the SSC concluded that climate-related issues in general do not have a material impact to the Company’s business model, value chain, decision making, strategy, financial position, financial performance, cash flows, and operations. The SSC has reviewed and considered the “Industry-based Guidance on implementing IFRS S2” and deemed it not relevant to the Company. In summary, the Company business model is very resilient to any climate-related risks, changes, developments, and uncertainties.</p>

# SUSTAINABILITY REPORT

<p><b>Strategy</b></p>	<p>4. The Company does not own and does not control any assets which generate material emissions. The Company does not manufacture any physical products and operates in a manner where the impact on the global climate is minimal and negligible. Even so, the Company continues to be mindful when selecting suppliers and makes a conscious effort to give preference to procuring from “green” suppliers. The Company also encourages employees to conserve electricity and reduce paper waste. Conversely, climate-related risks have limited or even immaterial financial impact to the Company. The Company collects, processes, stores, and manages various data electronically and delivers the final products to customers electronically. As a consequence, climate is currently not one of our material EESG factors. The Company has also considered “B1-B18 of the IFRS S2 Climate-related Disclosures” and concluded that the Company’s strategy and business model is very resilient to climate-related changes, developments and uncertainties.</p> <p>5. The Company operations do not depend on any assets which generate material emission. As a result, the Company financial performance is resilient against any climate-related scenarios, including a 2°C or lower scenario. Nevertheless, the Company will continue to monitor, review, and implement measures when and where required, to be even greener. The climate-related scenario analysis is carried out by the SSC twice annually as described above. The SSC has concluded that currently, there is no additional information to provide regarding the Company’s resilience on significant areas of uncertainty as well as the Company’s capacity to adjust and adapt its strategy and business model over time.</p>
<p><b>Risk Management</b></p>	<p>6. The SSC was formed to drive the implementation of CBA’s sustainability strategy, including our climate agenda and climate risk management. CBA has developed a SSC Terms of Reference document that is audited by an external consultant. The SSC meets twice a year on CBA sustainability. The first SSC meeting takes place in January of every year, and the purpose is to (i) review the materiality assessment for the new financial year from the SGX list of 27 core ESG metrics, (ii) review the above, taking into consideration the company risk factors identified from the Company ERM framework process and to (iii) review the draft sustainability report for the previous financial year for submission to the Board for approval. The SSC will document the meeting to ensure that there is a robust risk assessment/materiality assessment process in place. The SSC will report the findings and recommendations to the Board on the materiality factors and targets for the new financial year for their validation and approval during the Board meeting in February of every year. The Board will also review and approve the draft sustainability report for the previous financial year. The second SSC meeting takes place in July of every year to review the interim data collected from the approved materiality factors. The SSC will update the Board of any significant discrepancies during the August Board meeting if necessary.</p>

# SUSTAINABILITY REPORT

## Risk Management

7. As part of the process for identifying and assessing climate-related risks, the SSC prepares a carbon footprint map for review annually. Scope 1 emission for CBA is deemed immaterial as the only assets owned by the Company are personal computers and laptops. CBA business is done mostly electronically, and there is no opportunity for CBA to own any asset generating material emission. Scope 2 emission for CBA comes from electricity used in offices and data centres and this is being reported and monitored, and actions will be considered if there are any major fluctuations. Scope 3 emission for CBA comes mainly from business travel and employee commuting and are deemed immaterial in the near term. With the help of the carbon footprint map, SSC will continuously monitor Scope 1, Scope 2 and Scope 3 emissions and will consider immediate measures if there are significant fluctuations.

8. The SSC is also guided by the Enterprise Risk Management Policy. The ERM review is undertaken annually in January (in conjunction with the SSC Terms of Reference) and includes considering climate-related issues. As required by the SSC Terms of Reference, the SSC will review all the topics in the GRI as well as the 27 core ESG metrics as a starting point for the materiality assessment, and if any climate-related risk is identified, it will be escalated for discussion and deliberation at the ERM review. So far, no climate-related risk has been identified.

## Metrics and Targets

9. The SSC has reviewed and considered the "Industry-based Guidance on implementing IFRS S2" and deemed it not relevant to the Company. The Company does not own or control any assets (eg. factory, machinery, equipment, vehicles, etc) which generate material emission, and hence, the Company Scope 1 emissions are deemed immaterial. The Company has identified carbon emissions from electricity as the most significant source of environmental impact generated by the Company. The Company Scope 2 emissions come from electricity purchased for the operation of 2 leased offices and 1 leased data centres in Singapore, and 1 leased office in Malaysia. In addition, the rental contract of our other leased data center in Singapore included electricity usage and the emission for this data centre was classified under Scope 3 category 8 for FY2025. With the help of a carbon footprint map, we have performed an analysis of our value chain in line with the guidance from the Greenhouse Gas Protocol and determined that business travel (from taking taxis in sales activities) is the next most relevant and significant Scope 3 emission. The Company will monitor the Scope 3 emissions and will report the figures in future sustainability reports progressively. In the interim, the Company is encouraging the use of online alternatives in place of physical meetings.

The Company's emission data is based on Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) control approach, covering only entities under its control and does not cover its investments in associated companies in Cambodia and Myanmar, where data is not available.

# SUSTAINABILITY REPORT

## Metrics and Targets

10. As mentioned above, Scope 1 emissions are deemed immaterial, and the Company will report Scope 3 emissions progressively in future sustainability reports. Scope 2 emissions are as follows in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) control approach:

Category	FY2024	FY2025
Electricity purchased in Singapore (kWh)	286,984	140,905
Emissions in Singapore (Scope 2 tCO <sub>2</sub> e)*	118.3	56.6
Electricity purchased in Malaysia (kWh)	47,159	47,100
Emissions in Malaysia (Scope 2 tCO <sub>2</sub> e)**	36.5	36.5
GHG Emissions (Scope 2 tCO <sub>2</sub> e)	154.8	93.1
GHG Emissions intensity (tCO <sub>2</sub> e/revenue S\$M)	2.59	1.55

\* Calculated based on Grid Emission Factor published by the Energy Market Authority (FY2025 using 2024 0.402 kg CO<sub>2</sub>/kWh. FY2024 using 2023 0.412 kg CO<sub>2</sub>/kWh)

\*\* Calculated based on Grid Emission Factor for Peninsular by the Energy Commission (FY2025 using 2022 0.774 kg CO<sub>2</sub>/kWh. FY2024 using 2022 0.774 kg CO<sub>2</sub>/kWh)

The Company is deemed not to have any climate-related transition risks, climate-related physical risks, climate-related opportunities and capital deployment related to climate-related risk and opportunities. The Company also does not utilize internal carbon prices in decision making. As climate-related risks and opportunities are deemed to have immaterial impact to the Company's operations and financials, executive remunerations are not influenced by climate-related considerations.

11. The Company will continue to monitor and report Scope 2 emissions even though they are deemed immaterial by the SSC. Scope 2 emissions in Singapore decreased significantly in FY2025 as the emissions from one of our data centres were re-classified to Scope 3. The Company targets to maintain Scope 2 GHG emissions below 150 tCO<sub>2</sub>e over the short term and will monitor its changes over the next few years before considering making any adjustment. The target is a gross target, and there are no plans to use carbon credit to achieve net zero emission, as the current target of 150 tCO<sub>2</sub>e is considered immaterial.

# SUSTAINABILITY REPORT

## 12. GRI CONTENT INDEX

<b>Statement of use</b>	The Company has reported the information in accordance with the Global Reporting Initiative (“GRI”) standards for the period from 1 January 2025 to 31 December 2025 with reference to the GRI Standards.
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standards</b>	None

STANDARDS	DISCLOSURE TITLE	LOCATION
<b>General Disclosures</b>		
<b>The organization and its reporting practices</b>		
2-1	Organizational details	Corporate Profile and Group Structure
2-2	Entities included in the organization’s sustainability reporting	SR section 3
2-3	Reporting period, frequency and contact point	SR section 3
2-4	Restatement of information	None
2-5	External assurance	SR section 3
<b>Activities and workers</b>		
2-6	Activities, value chain and other business relationships	Operations Review
2-7	Employees	SR section 6
2-8	Workers who are not employees	SR section 6
<b>Governance</b>		
2-9	Governance structure and composition	CG report Principle 1 & 2
2-10	Nomination and selection of the highest governance body	CG report Principle 4
2-11	Chair of the highest governance body	CG report Principle 1
2-12	Role of the highest governance body in overseeing the management of impacts	SR section 4
2-13	Delegation of responsibility for managing impacts	SR section 4
2-14	Role of the highest governance body in sustainability reporting	SR section 4
2-15	Conflicts of interest	CG report Principle 1
2-16	Communication of critical concerns	CG report Principle 10
2-17	Collective knowledge of the highest governance body	CG report Principle 5
2-18	Evaluation of the performance of the highest governance body	CG report Principle 5
2-19	Remuneration policies	CG report Principle 6
2-20	Process to determine remuneration	CG report Principle 6
2-21	Annual total compensation ratio	CG report Principle 8
<b>Strategy, policies, and practices</b>		
2-22	Statement on sustainable development strategy	SR section 1
2-23	Policy commitments	SR section 4
2-24	Embedding policy commitments	SR section 4
2-25	Process to remediate negative impacts	SR section 4

# SUSTAINABILITY REPORT

GRI 2: General Disclosures 2021	2-26	Mechanisms for seeking advice and raising concerns	SR section 3
	2-27	Compliance with laws and regulations	SR section 10
	2-28	Membership associations	Singapore Business Federation
	<b>Stakeholder engagement</b>		
	2-29	Approach to stakeholder engagement	CG report Principle 12
	2-30	Collective bargaining agreements	None of our employees are part of any collective bargaining agreements
<b>Material Topics</b>			
GRI 3: Material Topics 2021	3-1	Process to determine material topics	SR section 4
	3-2	List of material topics	SR section 4
<b>Economic Performance</b>			
GRI 3: Material Topics 2021	3-3	Management of material topics	SR section 5
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	SR section 5
<b>Employment</b>			
GRI 3: Material Topics 2021	3-3	Management of material topics	SR section 6
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	SR section 6
<b>Training and Education</b>			
GRI 3: Material Topics 2021	3-3	Management of material topics	SR section 7
GRI 404: Training and education 2016	404-1	Average hours of training per year per employee	SR section 7
	404-3	Percentage of employees receiving regular performance and career development reviews	SR section 7
<b>Community Engagement</b>			
GRI 3: Material Topics 2021	3-3	Management of material topics	SR section 8
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	SR section 8
<b>Protection of Confidential Information</b>			
GRI 3: Material Topics 2021	3-3	Management of material topics	SR section 9
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR section 9
<b>Compliance with Laws and Regulations</b>			
GRI 3: Material Topics 2021	3-3	Management of material topics	SR section 10
Non-GRI topic		Non-GRI Compliance with Laws and Regulations	SR section 10

# CORPORATE GOVERNANCE

The Board of Directors (the “Board”) of Credit Bureau Asia Limited is committed to maintaining high standards of corporate governance and place importance on maintaining proper internal controls and system to ensure transparency and accountability in order to protect and enhance long-term shareholder value.

The Company has adopted corporate governance principles and practices that are in line with the Code of Corporate Governance 2018 issued by the Monetary Authority of Singapore in August 2018 (the “Code”) and the accompanying Practice Guidance issued in December 2023 and where applicable, the Listing Manual (“SGX-ST Listing Manual”) of the Singapore Exchange Securities Trading Limited (the “SGX-ST”), the Singapore Companies Act 1967 (the “Companies Act”) and the Guidebook for Audit Committees (2nd Edition) in Singapore, focusing on areas such as internal controls, risk management, financial reporting, and internal and external audit.

The Board has taken steps to align the governance framework with the principles and provisions of the Code, where applicable, and where there are variations from the Code, appropriate explanations are provided. This section should be read in totality together with the Annual Report.

## 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 is involved in the supervision of the management of the Group’s operations. It reviews strategies, policies and financial performance and assesses key risks provided by the management of the Group (the “Management”) as well as the adequacy of internal controls and risk management system of the Group. Day-to-day management and implementation of business strategies are delegated to the Executive Directors and Management.

Each director is expected in the course of carrying out his duties, to act in good faith and to make decision objectively at all times, as fiduciaries, in the best interests of the Company. The Board is entrusted to lead and oversee the Company, with the fundamental principle to act in the best interests of the Company. The Board has put in place policies that established appropriate culture, values and ethical standards of conduct at all levels of the Group. In addition to its statutory duties, the Board’s principal functions, among others, include:

- to review and advise on the Group’s policies and procedures;
- to review and approve financial results and announcements;
- to review and approve significant acquisitions and disposals;
- to approve material borrowings and fund-raising exercises;
- to establish and maintain a sound risk management framework;
- to review performance and succession planning of the key management personnel; and
- to monitor and ensure compliance with the Listing Rules, laws and regulations relevant to the Group.
- to consider sustainability issues including the integration of sustainability-related matters and monitoring of sustainability related risks and opportunities as part of its long-term strategy formulation.

# CORPORATE GOVERNANCE

Matters and transactions that require the Board's approval include, among others, the following:

- release of any financial results and disclosures of material information, including recommendation on dividend payout for shareholders' approval;
- recommendation of any amendment to the Company's Constitution for shareholders' approval;
- appointment of Corporate Representatives to subsidiaries for the purpose of representing the Company in various matters;
- opening or closing of bank accounts, change of bank authorised signatories, mode of operation and dealing mandates with the Company's banks, acceptance of offers for banking facilities, any borrowings, or financial commitment related to grant of guarantees, securities and collateral guarantees by the Company;
- acquisition or disposition of any interest in any land, real property or assets;
- establishment, acquisition or incorporation of any subsidiary, or winding up, dissolution or placement of any subsidiary under receivership or judicial management; and
- creation of any mortgage, pledge, bond, charge, lien or any other encumbrance on the Company's assets, in whole or in part.

## Conflict of Interest

The Company has in place a policy that where a Director's personal or business interest interferes, or even appears to interfere, in any way with the interests of the Company, the Director must promptly disclose such interest at a meeting of the Directors or by sending a written notice to Company Secretary containing details of the interest and the nature of the conflict and recuse themselves from participating in any discussion and decision on the transaction or proposed transaction.

## Board Committees

The Board has delegated certain responsibilities to the Audit Committee (the "AC"), the Remuneration Committee (the "RC") and the Nominating Committee (the "NC") (collectively, the "Board Committees") with clearly defined terms of reference. The terms of reference of each Board Committee set out the compositions, authorities, duties and responsibilities of the Board Committee, conduct of meetings including quorum and voting requirements. The terms of reference will be reviewed by each Board Committee from time to time to ensure relevance.

As at the date of this Annual Report, the compositions of the Board Committees are as follows:

<b>Table 1.1 – Composition of the Board Committees</b>			
	<b>AC</b>	<b>NC</b>	<b>RC</b>
Chairman	Mr Tan Hup Foi	Mr Low Seow Juan	Mr Chua Kee Lock
Member	Mr Chua Kee Lock	Mr Chua Kee Lock	Mr Low Seow Juan
Member	Mr Low Seow Juan	Mr Tan Hup Foi	Mr Tan Hup Foi

The Board accepts that while these Board Committees have the authority to examine particular issues and will report back to the Board with their decisions and/or recommendations, the ultimate responsibility on all matters lies with the Board.

# CORPORATE GOVERNANCE

## Board Attendance

The Board meets at least twice annually, and as and when necessary to address any specific significant matters that may arise. Dates of Board, Board Committee meetings and annual general meetings are scheduled in advance in consultation with all the Directors. To ensure Board and Board Committee meetings are held regularly with maximum Directors' participation, the Company's Constitution allows for telephone and video-conferencing meetings. The Board and Board Committees also approve transactions by way of written resolutions, which are circulated to the Board and Committee members together with all relevant information regarding the proposed resolutions/transactions.

The attendance of the Directors at Board and Board Committee meetings and the Annual General Meeting, as well as the frequency of such meetings are shown below:

Meetings held in FY2025	Board	Audit Committee	Nominating Committee	Remuneration Committee	AGM
Kevin Koo	2 of 2	2 of 2	1 of 1	1 of 1	1 of 1
Lim Wah Liang William	2 of 2	2 of 2	1 of 1	1 of 1	0 of 1
Chua Kee Lock	2 of 2	2 of 2	1 of 1	1 of 1	1 of 1
Low Seow Juan	2 of 2	2 of 2	1 of 1	1 of 1	1 of 1
Tan Hup Foi	2 of 2	2 of 2	1 of 1	1 of 1	1 of 1

## Training for Directors

On appointment, an incoming Director is briefed on this/her roles, duties, obligations, responsibilities and expectations, which are set out in a formal letter from the Company. The new Director is also given the schedule of the Board and Board Committees meetings for the year, immediate and past financial statements, press releases and annual reports, Terms of Reference of Board Committees, and other pertinent documents. The incoming Director is given direct access to the Executive Chairman and Chief Executive Officer ("CEO"), Chief Financial Officer ("CFO"), Management and Company Secretary to establish exchanges and obtain information to perform his/her duties. Orientation programmes are organised to acquaint new Directors with the Group's business and governance policies, including briefings by Management. Any new Director appointed by the Board, who has no prior experience as a Director of an issuer listed on the SGX-ST, must undergo mandatory training in his/her roles and responsibilities as prescribed by the SGX-ST.

The Directors are updated, from time to time, when new laws or regulations affecting the Group are introduced. Updates on relevant legal, regulatory and technical developments may be in writing or disseminated by way of briefings, presentations and/or handouts on a timely basis. Where necessary, the Company arranges for presentations by external professionals, consultants and advisers on topics that would have an impact on the relevant regulations, accounting standards and the implications on the responsibilities of the Directors. The Directors are informed and encouraged to attend seminars, conference and training courses at the Company's expenses that will assist them in developing their skills and knowledge, executing their obligations to the Company and effectively discharge their duties as directors.

The external auditors, Company Secretary and CEO have briefed the AC and the Board on amendments to the accounting and governance standards, regulatory updates and the Group's business and strategy respectively. All the Directors have also attended the training on sustainability conducted by the Singapore Institute of Directors.

## Access to complete, adequate and timely information

The Directors have separate and independent access to Management and the Company Secretary. The agenda for the meetings of the Board and Board Committees, together with the appropriate supporting documents, are circulated to the Board and Board Committees prior to such meetings in order for Directors to be adequately prepared for the meetings. Minutes of the Board Committee meetings are circulated to all Directors so that each Director is apprised of the topics considered and discussed during each Board Committee meeting.

# CORPORATE GOVERNANCE

In addition, to ensure that the Board is able to fulfill its responsibilities and to make informed decisions in a timely manner, Management regularly provides the Board with annual financial plans, monthly management accounts and reports when requested, and other relevant information or documents. The Management is also invited to attend Board meetings to provide updates on the Group's operations and business, to furnish additional information and input on various corporate matters and/or to discuss issues which may be raised by the Directors.

At each Board meeting:

- the chairperson of each Board Committee provides an update on the significant matters discussed at the Board Committee meetings preceding each Board meeting;
- the CEO and/or relevant Management provide updates on the Group's business and operations;
- the CFO presents the Group's financial performance and presentations in relation to specific business matters may be made by the Management.

The Company Secretary works closely with the respective Chairman in setting the agenda for the Board and Board Committee meetings. The Company Secretary attends all Board and Board Committee meetings and provide secretarial support to the Board, ensuring that Board procedures and all applicable rules and regulations are complied with. Under the direction of the Chairman, the Company Secretary's responsibilities include ensuring good information flow amongst the Board and its Board Committees, and between Management and Directors. The Company Secretary also provides updates and advises Directors on all governance matters. The appointment and removal of the Company Secretary is subject to approval of the Board.

The Directors, individually or collectively, are entitled to seek independent professional advice at the expense of the Company. The appointments of such independent professional advisors are subject to Board approval.

## **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 interest of the Company.*

The current Chairman is not an Independent Director. As at the date of this Annual report, the Board comprises two Executive Directors and three Independent Directors. There is therefore a strong and independent element on the Board, with Independent Directors making up a majority of the Board. The Board has noted that no individual or small group of individuals are able to dominate the Board's decision making and that there is a strong and independent element on the Board, which is able to exercise objective judgement on corporate affairs independently.

The NC is responsible for examining the size and composition of the Board and Board Committees. The composition of the Board and Board Committees are also reviewed on an annual basis by the NC and the Board to ensure that their size is appropriate so as to facilitate effective decision making, independence requirements continue to be met, and that the Board Committees are of an appropriate size and comprise the appropriate balance and mix of skills, knowledge, experience and other aspects of diversity. Having considered the scope and nature of the Group's businesses and the requirements of the business, the Board, in concurrence with the NC, believes that its current board size and the existing composition of the Board Committees can effectively serve the Group. It provides sufficient diversity with the appropriate balance and mix of skills, competencies, knowledge and experience, regardless of gender, ethnicity or nationality. Accordingly, the NC and Board are of the view that the Board has the appropriate mix of expertise and experience, and collectively possesses the necessary core competencies for effective functioning and informed decision-making. Please refer to their profiles under "Board of Directors" section in this Annual Report.

# CORPORATE GOVERNANCE

## **Board Diversity Policy Statement**

The Board is committed to establishing a diverse, inclusive and collaborative culture. The Board acknowledges and accepts the benefits of diversity on the Board, and views diversity at the Board level as being a critical and essential element in supporting the attainment of its strategic objectives and its sustainable development. A diverse Board will include and make good use of differences amongst Directors in terms of skills, experience, background, gender, age, ethnicity and other relevant factors. These differences will be considered in determining the optimum composition of the Board and when possible, should be balanced appropriately. All Board appointments are made based on merit, in the context of the skills, experience, independence and knowledge which the Board requires to be effective. The NC reviews and assesses Board composition on behalf of the Board and recommends the appointment of new Directors. In reviewing Board composition and succession planning, the NC will consider the benefits of all aspects of diversity, including but not limited to those described above. When identifying suitable candidates for Board appointments, the NC will consider candidates based on merit against objective criteria and with due regard for the benefits of diversity on the Board. Diversity is a key criterion in the instructions to external search consultants. The Board is of the view that gender is an important aspect of diversity and will strive to ensure that:

1. Any brief to external search consultants to search for candidates for Board appointment will include a requirement to present female candidates;
2. Female candidates are included for consideration by the NC whenever it seeks to identify a new Director for Board appointment;
3. The objective is to have at least one female director on the Board by year 2030.

The NC will monitor the implementation of this Policy and report annually in the Corporate Governance on the Board's composition in terms of diversity. The NC will review this Policy as and when appropriate to ensure the effectiveness of this Policy. The NC will discuss any revisions that may be required and recommend any such revisions to the Board for consideration and approval.

## **Independence of Directors**

The NC reviews and determines the independence of each Independent Director annually. As part of the review process, the NC requires all Independent Directors to complete and execute declaration forms in relation to their independence. These declaration forms are drawn up based on the provision of the Code, Practice Guidance and SGX-ST Listing Manual. The NC has reviewed the declaration forms and confirmed their independence in accordance with the Code, Practice Guidance and SGX-ST Listing Manual. Taking into account the views of the NC, the Board determined that the said Directors are independent in conduct, character and judgement and there are no relationships or circumstances with the Company, its related corporations, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, the said Directors' exercise of independent business judgement in the best interests of the Company.

With effect from 1 January 2022, Rule 210(5)(d) of the Listing Rules provides circumstances for which a director will not be independent if he is employed by the issuer or any of its related corporations for the current or any of the past three financial years and if he has been a director for an aggregate period of more than 9 years (whether before or after listing).

# CORPORATE GOVERNANCE

There is no Independent Director who has served beyond nine years since the date of first appointment.

The Independent Directors discuss and/or meet on a need-basis without the presence of the Management to discuss matters such as the Group's financial performance, corporate governance initiatives, board processes, succession planning as well as leadership development and the remuneration of the Executive Directors and Management. The chairman of such meetings provides feedback to the Board where necessary.

## **Chairman and Chief Executive Officer**

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

The Board recognises the Code's recommendation that the Chairman and the CEO should be separate persons to ensure that there is an appropriate balance of power, increased accountability and greater capacity of the Board for independent decision-making.

The Board is of the opinion that the present Group structure and business scope does not warrant a meaningful split of the roles of the Chairman and the CEO. The Board is of the view that there are sufficient safeguards and checks to ensure that the process of decision making by the Board is independent and based on collective decisions without any individual exercising any considerable concentration of power or influence.

Mr Kevin Koo is the Executive Chairman and CEO of the Company. As Executive Chairman, he (a) leads the Board to ensure its effectiveness on all aspects of its role; (b) sets the agenda and ensure that adequate time is available for discussion on all agenda items, in particular strategic issues; (c) ensures effective communication with shareholders; (d) exercises control over the quality, quantity and timeliness of the flow of information between Management and the Board; and (e) promotes high standards of corporate governance.

As the CEO, Mr Kevin Koo is responsible for (a) running the day-to-day business of the Group within the authorities delegated to him by the Board; (b) ensuring implementation of policies and strategy across the Group as set by the Board and (c) leading the development of the Group's future strategy including identifying and assessing risks and opportunities for the growth of its business and reviewing the performance of its existing business.

Since the roles of Chairman and CEO are combined, the division of responsibilities has not been set in writing. All major decisions made by the Executive Chairman and CEO are reviewed by the Board and his remuneration package is reviewed periodically by the RC. Mr Chua Kee Lock, as the Lead Independent Director, co-ordinates and leads the Independent Directors to provide a non-executive perspective and contribute to the balance of viewpoints on the Board. He is the principal liaison on board issues between the Independent Directors and the Chairman. His responsibilities include carrying out the functions of the Chairman in relation to any matter where it would be inappropriate for the Chairman to serve in such capacity, or if he is unable to do so. Mr Chua is available to shareholders with concerns, when contact through the normal channels via the Chairman and CEO, and/or Chief Financial Officer has failed to provide satisfactory resolution, or when such contact is inappropriate or inadequate.

# CORPORATE GOVERNANCE

## **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.*

Please refer to Principle 1 on the names of the members and the composition of the NC. The NC comprises 3 Directors, all of whom including the NC Chairman, are independent. The Lead Independent Director is also a member. The NC meets at least once a year to discuss and carry out their duties. The terms of reference of the NC include, *inter alia*, the following:

- reviewing the composition of the Board of Directors annually to ensure that the Board of Directors and the Board Committees comprise Directors who as a group provide an appropriate balance and diversity of skills, expertise, gender and knowledge to the Group and provide core competencies such as accounting or finance, business or management experience, industry knowledge, strategic planning experience and customer-based experience and knowledge;
- reviewing and determining on an annual basis, or as and when circumstances require, whether a Director is independent, in accordance with the Code and other salient factors;
- reviewing and recommending the nomination or re-nomination of Directors having regard to their contributions and performance;
- reviewing and recommending to the Board succession plans, training and professional development programs for the Board as well as the leadership development plans of the key management personnel (KMP); and
- where a Director has multiple board representations, decide whether such Director is able to carry out or has been adequately carrying out his or her duties as Director, taking into consideration the Director's number of listed company board representations and other principal commitments.

# CORPORATE GOVERNANCE

## Process for selection, appointment and re-appointment

<b>Table 4.1 – Process for the Selection and Appointment of New Directors</b>		
1.	Selection criteria determination	<ul style="list-style-type: none"> <li>The NC, in consultation with the Board, would identify the current needs of the Board in terms of skills, experience, knowledge and gender, to complement and strengthen the Board and increase its diversity.</li> </ul>
2.	Search for suitable candidates	<ul style="list-style-type: none"> <li>The NC would consider candidates proposed by the Directors, Management or substantial shareholders, and may engage external search consultants where necessary and appropriate.</li> <li>The NC, will assess the candidates and their abilities taking into consideration the existing composition of the Board and strives to ensure that the Board has the appropriate balance of independent directors as well as qualification and experience, to increase the effectiveness of the Board and to add value to the Group's business in line with its strategic objectives and to ensure that the candidates are aware of the expectations and level of commitment required of them.</li> </ul>
3.	Assessment of shortlisted candidates	<ul style="list-style-type: none"> <li>The NC would meet and interview the shortlisted candidates to assess their suitability.</li> </ul>
4.	Appointment of director	<ul style="list-style-type: none"> <li>The NC would recommend the selected candidate to the Board for consideration and approval.</li> </ul>

<b>Table 4.2 – Process for the Re-election of Incumbent Directors</b>		
1.	Assessment of director	<ul style="list-style-type: none"> <li>The NC, would assess the performance of the director in accordance with the performance criteria set by the Board; and</li> <li>The NC would also consider the current needs of the Board.</li> </ul>
2.	Re-appointment of director	<ul style="list-style-type: none"> <li>Subject to the NC's satisfactory assessment, the NC would recommend the proposed re-appointment of the director to the Board for its consideration and approval.</li> </ul>

Pursuant to Regulation 94 of the Company's Constitution, at each Annual General Meeting ("AGM"), at least one-third of the Directors for the time being (or, if their number is not a multiple of three, the number nearest to but not less than one-third) shall retire from office by rotation and stand for re-election at the Company's AGM. All directors are required to retire from office at least once every three years and submit themselves for re-election by the shareholders at the AGM pursuant to Rule 720(5).

The Directors to retire in every year (subject to retirement by rotation) shall be those who have been longest in office since their last re-election or appointment. For Directors who became or were last re-elected Directors on the same day, those to retire shall (unless they otherwise agree among themselves) be determined by lot. A retiring Director shall be eligible for re-election.

# CORPORATE GOVERNANCE

Pursuant to Regulation 100 of the Company's Constitution, the Company may by Ordinary Resolution appoint any person to be a Director either to fill a casual vacancy or as an additional Director. Additional Directors appointed by the Board after the AGM but during the financial year, shall only hold office until the next AGM and thereafter be eligible for re-election at the AGM, but shall not be taken into account in determining the number of Directors who are to retire by rotation at such meeting.

Mr Koo Chiang will be retiring by rotation and seeking re-election at the forthcoming AGM pursuant to Regulation 94 of the Company's Constitution. He being eligible has consented to stand for re-election at the forthcoming AGM. The NC, having considered his attendance and participation at Board and Board Committee meetings and his contributions to the business and operations of Credit Bureau Asia Limited, has recommended to the Board the re-election of Mr Koo. The Board has endorsed the re-election, based on recommendations of the NC.

Mr Chua Kee Lock will be retiring by rotation and seeking re-election at the forthcoming AGM pursuant to Regulation 94 of the Company's Constitution. He being eligible has consented to stand for re-election at the forthcoming AGM. The NC, having considered his attendance and participation at Board and Board Committee meetings and his contributions to the business and operations of Credit Bureau Asia Limited, has recommended to the Board the re-election of Mr Chua. The Board has endorsed the re-election, based on recommendations of the NC.

Further information of the retiring directors seeking re-election as set out in Appendix 7.4.1 of the Listing Manual can be found in the section "Additional Information on Directors Seeking Re-election".

The retiring Directors are abstained from voting on any resolution and making any recommendation and/or participated in respect of his own re-election.

## Review of independence

The NC determines annually, or as and when circumstances require, the independence of the Independent Directors. Please refer to principle 2 for details. For the avoidance of doubt, none of the Independent Director is or has been employed by the Company or any of its related corporations for the current or any past three financial years or has an immediate family member who is employed or has been employed by the Company or any of its related corporations for the past three financial years, and whose remuneration is determined by the Remuneration Committee of the Company.

## Directors' commitment to discharge duties

A Director's ability to commit time to the Group's affairs is essential for his contribution and performance. The NC has not determined the maximum number of listed company board representations which any Director of the Company may hold. A Director will consult the Chairman of the NC before accepting any new appointments as a director of other listed Company. All Directors declare their board memberships and/or principal commitments as and when practicable. The listed company directorships and principal commitments of each Director are set out below.

Director	Position	Present directorship in other listed companies	Present principal commitments
Koo Chiang	Executive Chairman and Chief Executive Officer	Nil	<ul style="list-style-type: none"><li>● Credit Bureau Asia Limited group of companies</li></ul>
Lim Wah Liang William	Executive Director	Nil	<ul style="list-style-type: none"><li>● Credit Bureau Asia Limited group of companies</li><li>● National Credit Bureau Pte Ltd</li></ul>

# CORPORATE GOVERNANCE

Director	Position	Present directorship in other listed companies	Present principal commitments
Chua Kee Lock	Lead Independent Director	<ul style="list-style-type: none"> <li>• Venture Corporation Ltd</li> </ul>	<ul style="list-style-type: none"> <li>• Vertex Venture Holdings Ltd group of companies</li> </ul> <p>In Singapore:</p> <ul style="list-style-type: none"> <li>• Sunday Ins Holdings Pte Ltd</li> <li>• Vickers Capital Pte Ltd</li> <li>• VLC GP Pte Ltd</li> </ul> <p>Outside Singapore:</p> <ul style="list-style-type: none"> <li>• Global HC GP Ltd</li> <li>• Jiuding Dingcheng Limited</li> <li>• LAV One (Hong Kong) Co Limited</li> <li>• SEA GP</li> <li>• Novadent Ltd</li> </ul>
Low Seow Juan	Independent Director	Nil	<p>In Singapore:</p> <ul style="list-style-type: none"> <li>• KBI Holdings Pte Ltd</li> <li>• Lam Soon Properties Pte Ltd</li> <li>• Aria Cosmetics Holdings Pte Ltd</li> <li>• Pinetree Capital Partners Pte Ltd</li> <li>• 36 Sam Leong Road Pte Ltd</li> <li>• 591 Serangoon Road Pte Ltd</li> <li>• The Shophouse Collection Pte Ltd</li> <li>• 575 Serangoon Road Pte Ltd</li> <li>• 207B Lavender Street Pte Ltd</li> <li>• 8906 Holdings Pte Ltd</li> </ul> <p>Outside Singapore:</p> <ul style="list-style-type: none"> <li>• Air Keroh Business Park Sdn Bhd</li> <li>• Bayu Kartika Sdn Bhd</li> <li>• Instant Gateway Sdn Bhd</li> <li>• Triumph Park Sdn Bhd</li> <li>• Genius Era Holdings Limited</li> </ul>
Tan Hup Foi	Independent Director	<ul style="list-style-type: none"> <li>• Intraco Limited</li> <li>• 17LIVE Group Limited</li> </ul>	<p>In Singapore:</p> <ul style="list-style-type: none"> <li>• Caring Fleet Services Limited</li> </ul> <p>Outside Singapore:</p> <ul style="list-style-type: none"> <li>• IGG Inc</li> </ul>

During the year, the NC has considered each Director's other listed company board representations and principal commitments and is satisfied that each Director is able to carry out and has been adequately carrying out his/her duties as a Director of the Company and that each Director has given sufficient time and attention to the affairs of the Company.

No alternate Director has been or is currently appointed to the Board.

# 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.*

The NC reviews the performance of the Board, Board Committees and individual Directors on an annual basis, based on performance criteria as agreed by the Board, and decides how this may be evaluated. The Board has established a process for assessing the effectiveness of the Board as a whole and for assessing the contribution of each individual Director towards the effectiveness of the Board.

## **Evaluation process**

This assessment is conducted by the NC at least once a year by way of a Board evaluation where the Directors complete the Board Performance Evaluation Questionnaire ("Questionnaire") seeking their views on various aspects of Board performance, such as Board composition, information and process.

The NC and the Board are of the view that a separate assessment on the effectiveness of the Board Committees is not necessary as the Board Committees share common members and a section on each Board committees' performance is included in the Questionnaire. Each member of the NC shall abstain from voting on any resolutions in respect of the assessment of his/her performance or re-nomination as a Director. The Board will act on the results of the performance evaluation, and in consultation with the NC, propose, where appropriate, that new members be appointed to the Board or seek the resignation of Directors.

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

- Board structure
- Information to the Board
- Board processes
- Governance – Board risk management & internal controls
- Board accountability
- Access to top management
- Standards of conduct
- Board committees' performance in relation to discharging their responsibilities set out in their respective terms of reference

To assess the contribution of each individual Director, each Director is required to complete the Director Peer Performance Evaluation Form. The factors evaluated by the NC include but are not limited to:

- Attendance in meetings
- Adequacy of preparation for meetings
- Participation in discussions
- Contribution to the effectiveness of internal financial controls and risk management

# CORPORATE GOVERNANCE

The performance criteria do not change from year to year. Directors can also provide input on issues which do not fall under these categories, for instance, addressing specific areas where improvements can be made. Feedback and comments received from the Directors are reviewed by the NC, in consultation with the Chairman of the Board, to determine the actions required to improve the corporate governance of the Company and the overall effectiveness of the Board.

The Board performance evaluation conducted for FY2025 concluded that:

- The quality of information disseminated to members of the Board and Board Committees was adequate to make informed decisions;
- The Board and Management had a cordial relationship that encouraged open communication, constructive discussion and independent decision-making;
- The Board demonstrated responsiveness and pro-activeness;
- There was a high standard of conduct and the Board members proactively disclosed any potential conflict of interest;
- The Board and Board Committee meetings were well-conducted and sufficient time was allocated to consider all matters, and the decision-making process took into account all aspects including key issue and relevant stakeholders' concerns;
- The Board comprised competent Directors with diverse and relevant experience and expertise.

The Board has not engaged any external consultant to conduct an assessment of the effectiveness of the Board and the contribution by each individual Director to the effectiveness of the Board. However, the NC will consider such an engagement, if and when necessary.

## REMUNERATION MATTERS

### Procedures for Developing Remuneration Policies

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

Please refer to Principle 1 on the names of the members and the composition of the RC. The RC comprises 3 Directors, all of whom including the RC Chairman are non-executive and independent. The RC considers all aspects of remuneration to ensure that they are fair. The terms of reference of the RC include, *inter alia*, the following:

- Reviewing and recommending to the Board a comprehensive remuneration policy framework and guidelines for remuneration of the Directors and Executive Officers, to be submitted for endorsement by the Board;
- Reviewing and recommending to the Board, for endorsement, the specific remuneration packages for each of the Directors and Executive Officers;
- Reviewing and approving the design of all share option plans, performance share plans and/or other equity-based plans, including administering the Share Plan and the Share Option Scheme;

# CORPORATE GOVERNANCE

- Reviewing and recommending to our Board, for endorsement, (i) the specific remuneration packages (including bonus, pay increases and/or promotions) of employees who are related to the Directors, CEO or substantial shareholders on an annual basis as well as (ii) any new employment of related employees and the proposed terms of their employment, to ensure that their remuneration packages are in line with the staff remuneration guidelines and commensurate with their respective job scopes and level of responsibilities;
- In the case of service contracts, reviewing the Company's obligations arising in the event of termination of the contract of services of any Executive Director or Executive Officers to ensure that such contracts of service contain fair and reasonable termination clauses which are not overly onerous, with a view to being fair and avoiding the reward of poor performance; and
- Approving performance targets for assessing the performance of each Executive Directors and Executive Officers and recommending such targets as well as employee specific remuneration packages for each of them, for endorsement by the Board.

No remuneration consultant was engaged by the Company. The service of an external remuneration consultant will be sought, as and when necessary.

## **Level and Mix of Remuneration**

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

The RC and the Board in determining the level and structure of remuneration of the Board and key management personnel will ensure that they are appropriate and proportionate to ensure sustained and consistent performance and value creation of the Group, taking into account its strategic objectives, its long-term interests and risk management. The RC will regularly review and structure remuneration packages for Executive Directors and Management on measured performance indicators, taking into account quantitative and non-quantitative factors, by adopting a remuneration system that is responsive to the market elements and performance of the Company.

Remuneration packages are structured to link a significant and appropriate proportion of rewards to the Company and individual performance. The remuneration framework for Directors, CEO and key management personnel is aligned with the interest of shareholders and relevant stakeholders and appropriate to attract, retain and motivate them for the long-term success of the Group.

## **Disclosure on Remuneration**

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

The Independent Directors are paid directors' fees, subject to the approval of shareholders at the AGM. Directors' fees comprise a basic retainer fee, fees in respect of service on Board Committees, and, where appropriate, fees for participation in special projects and *ad hoc* committees. The Directors' fees are appropriate to the level of contribution, taking into account factors such as effort and time spent, and the responsibilities of the Directors, such that the independence of the non-executive Directors is not compromised by their compensation.

# CORPORATE GOVERNANCE

The RC, with the concurrence of the Board, is of the view that the current remuneration of the Independent Directors is appropriate to the level of contribution, taking into account factors such as effort and time spent, and responsibilities. The RC has recommended and the Board has endorsed the Directors' Fees for FY2026. The Directors' fees for FY2026 are subject to shareholders' approval at the forthcoming AGM. No Director is involved in deciding his own remuneration.

The Independent Directors' annual fee structure for FY2025 for service on the Board and Board Committees is as follows.

<b>Table 8.1 – Directors' Annual Fee Structure</b>	<b>S\$</b>
Lead Independent Director	13,500
Chairman of AC	13,500
Chairman of RC	8,000
Chairman of NC	8,000
Member of AC	6,500
Member of RC	5,000
Member of NC	5,000
Basic Independent Director's annual fee	28,000

The breakdown for the remuneration of the Directors for FY2025 is as follows.

<b>Table 8.2 – Directors' Remuneration</b>	
<b>Name</b>	<b>Director's Fees (S\$)</b>
<b>Executive Directors*</b>	
Mr Koo Chiang	NIL
Mr Lim Wah Liang William	NIL
<b>Independent Directors</b>	
Mr Chua Kee Lock	61,000
Mr Low Seow Juan	47,500
Mr Tan Hup Foi	51,500

\*The Executive Directors do not receive directors' fees in their capacity as Directors of the Company.

There were no termination, retirement and post-employment benefits granted to Directors during FY2025. For the avoidance doubt, no performance shares or options were granted to any director.

# CORPORATE GOVERNANCE

## Disclosure of Key Management Personnel's remuneration

The Company is cognizant of the requirements as set out under Provision 8.1 of the Code to disclose: (a) the remuneration breakdown of its CEO and each individual Director on a named basis; (b) the remuneration of at least its top five executive officers (who are neither Directors nor CEO), on a named basis, in bands of S\$250,000; and (c) in aggregate the total remuneration paid to its top five key management (who are not Directors or the CEO), and in the event of non-disclosure, the Company is required to provide reasons for such non-disclosure.

Please refer to Table 8.3 for the remuneration breakdown of the CEO and the executive director on a named basis. There are only three top executive officers (who are neither Directors nor CEO) and their remunerations breakdown are shown in Table 8.3 in bands of S\$250,000. The aggregate total remuneration paid to its top three key management (who are not Directors or the CEO) is S\$1,175,426.

<b>Table 8.3 – Remuneration of Key Management Personnel</b>					
<b>Name</b>	<b>Salary (S\$)</b>	<b>Bonus (S\$)</b>	<b>CPF (S\$)</b>	<b>Benefits (S\$)</b>	<b>Total (S\$)</b>
Koo Chiang	404,400	105,785	11,406	3,510	525,101
Lim Wah Liang William	385,200	343,846	12,991	10	742,047
<b>Name</b>	<b>Salary (%)</b>	<b>Bonus (%)</b>	<b>CPF (%)</b>	<b>Benefits (%)</b>	<b>Total (%)</b>
<b>S\$250,001 to S\$500,000</b>					
Audrey Chia Kei Cheng	46.8	46.9	3.6	2.7	100
Frankie Fan Yee Cheong	50.6	45.2	4.2	0.0	100
Yun Kok Siong	52.4	43.5	4.1	0.0	100

There were no termination, retirement and post-employment benefits granted to the key management personnel during FY2025. For the avoidance doubt, no performance shares or options were granted to any key management personnel. No key management personnel was involved in deliberating or deciding his own remuneration.

Other than Koo Chiang and Lim Wah Liang William, 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 exceeds S\$100,000 during FY2025.

# CORPORATE GOVERNANCE

## **Credit Bureau Asia Employee Share Option Scheme and Performance Share Plan**

The Company adopted the following share incentive schemes on 13 November 2020 to provide eligible participants with an opportunity to participate in the equity of the Company and to motivate them towards better performance through increased dedication and loyalty:

- An employee share options scheme known as the “Share Option Scheme”; and
- A performance share plan known as the “Share Plan”; collectively, the “Share-Based Incentive Plans”.

The Share-Based Incentive Plans are administered by the RC. No option or awards have been granted or awarded under the Share Option Scheme and Share Plan respectively during the financial year reported on and since the date of commencement of the Share-Based Incentive Plans. Further information on the Share-Based Incentive Plans is set out in the Company’s Prospectus dated 26 November 2020. The RC and the Board will constantly evaluate and assess the implementation of long-term incentive schemes through the Share-Based Incentive Plans, with the aim of enhancing the link between rewards and corporate and individual performance.

## **ACCOUNTABILITY AND AUDIT**

### **Risk Management and Internal Controls**

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

The Board has ultimate responsibility for the governance of risk and exercises oversight of material risk matters in the Group’s business. The Board ensures that Management maintains a sound system of internal controls and effective risk management policies to safeguard shareholders’ interests and the Group’s assets. Although the Company does not have a separate Risk Committee, the Board is assisted by the AC in this matter.

Management regularly reviews and refines the Company’s business and operational activities to identify areas of significant business risks as well as appropriate measures to control and mitigate these risks. Management reviews and refines all significant control policies and procedures and highlights all material matters to the Directors and the AC. The AC reviews the adequacy and effectiveness of the Company’s internal controls, including financial, operational, compliance and information technology controls, and risk management policies and systems established by the Management on an annual basis.

The Group has four key operating subsidiaries, namely Credit Bureau Singapore, Singapore Commercial Credit Bureau, D&B Singapore and D&B Malaysia. Credit Bureau Singapore has established an in-house internal audit function since FY2013. As a consequence of the Company’s IPO in December 2020 and to comply with the Code, Management engaged Yang Lee & Associates as the outsourced internal auditor in FY2025 to carry out an assessment of Singapore Commercial Credit Bureau’s, D&B Singapore’s and D&B Malaysia’s internal control framework addressing the principal risk categories such as revenue, receivables and collections, regulatory compliance, procurement and payables, as well as the Group’s sustainability reporting process.

The Board has obtained a written confirmation from the CEO and the CFO that to the best of their knowledge: the financial records of the Company and its subsidiaries have been properly maintained and the financial statements for FY2025 give a true and fair view of the Group’s operations and finances.

# CORPORATE GOVERNANCE

The CEO, CFO and Key Management Personnel responsible for risk management and internal control systems have also provided their confirmation that, as at 31 December 2025, the Group's risk management and internal control systems were adequate and effective to address financial, operational, compliance and information technology risks which the Group considers relevant and material to its operations.

Based on the internal controls established and maintained by the Group, work performed by the external and internal auditors, reviews performed by management and various Board Committees as well as the said assurances received, the Board and the AC, are of the view that the Group's internal controls and risk management systems were adequate and effective as at 31 December 2025 to address financial, operational, compliance risks and information technology risks which the Group considers relevant and material to its operations as per Rule 719(1) of the SGX-ST Listing Manual. Accordingly, pursuant to Rule 1207(10), the Board is of the opinion that there were no material weaknesses identified in the Group's internal controls or risk management systems in FY2025.

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

Following the close of 2021, international bodies and national governments have imposed sanctions with the aim of achieving foreign policy or national security goals. Although the Group has principal place of business outside Singapore with customers overseas, none of the Group's person or entity is exposed to sanctions-related risks. The Board confirmed there has been no material change in its risk of being subject to any Sanctions Law. The Board's comment as aforementioned on the adequacy and effectiveness of internal controls and risk management systems included consideration related to any sanctions-related risk.

In view of the changes in the risk appetite taking into consideration sanctions-related risk, the terms of reference of the Internal Auditors / External Auditors will be reviewed in due course. The Board and AC will be responsible for (a) monitoring the issuer's risk of becoming subject to, or violating, any Sanctions Law; and (b) ensuring timely and accurate disclosures to SGX-ST and other relevant authorities.

## **Audit Committee**

*Principle 10: The board has an Audit Committee ("AC") which discharges its duties objectively.*

Please refer to Principle 1 on the names of the members and the composition of the AC. The AC comprises three Directors, all of whom including the AC Chairman, are non-executive and independent. Mr Tan Hup Foi, the Chairman of the AC, has extensive and practical accounting and financial management knowledge and experience, to be well qualified to chair the AC. The AC members have sufficient accounting and/or related financial management expertise and experience to discharge their duties.

For further details on the profile of the AC members, please refer to the section entitled "Board of Directors" of this Annual Report. For the avoidance of doubt, none of the members of the AC (i) is a former partner or director of the Company's existing auditing firm or corporation within the previous two years commencing on the date of their ceasing to be a partner or director of the auditing firm or corporation and (ii) holds any financial interest in the auditing firm or corporation.

# CORPORATE GOVERNANCE

The AC meets at least twice annually and as and when deemed appropriate to carry out its function. The terms of reference of the AC include, *inter alia*, the following:

- reviewing the risk management structure and any oversight of the risk management process and activities to mitigate and manage risk at acceptable levels determined by our Board;
- assisting our Board in discharging its statutory responsibilities in respect of financing and accounting;
- reviewing the key financial risk areas;
- reviewing significant financial reporting issues and judgments to ensure the integrity of the financial statements and any formal announcements relating to financial performance;
- reviewing any interested person transactions (including transactions under any general mandate approved by Shareholders pursuant to Chapter 9 of the Listing Manual) and monitoring the procedures established to regulate interested person transactions, including ensuring compliance with our Company's internal control system and the relevant provisions of the Listing Manual, as well as all conflicts of interests to ensure that proper measures to mitigate such conflicts of interests have been put in place;
- reviewing and reporting to our Board at least annually (i) the adequacy and effectiveness of our risk management and internal controls systems, including financial, operational, compliance controls, and information technology controls and (ii) the implementation of risk treatment plans in relation to the foregoing;
- reviewing the statements to be included in the annual report concerning the adequacy and effectiveness of our risk management and internal controls systems, including financial, operational, compliance controls, and information technology controls;
- reviewing regulatory compliance matters, at least on a quarterly basis, with a view to ensuring that adequate rectification measures are taken for past breaches as well as new initiatives implemented to mitigate and reduce the risks of future breaches;
- reviewing the external auditors' audit plan and audit report, and the external auditors' evaluation of the system of internal accounting controls as well as monitoring and reviewing our Group's implementation of any recommendations to address any internal control weaknesses highlighted by the external auditor;
- reviewing the scope and results of the external audit and its cost effectiveness, and the independence and objectivity of the external auditors;
- appraising and reporting to our Board on the audits undertaken by the external auditors and internal auditors and the adequacy of disclosure of information;
- making recommendations to our Board on the proposals to Shareholders on the appointment, reappointment and removal of the external auditor, and approving the remuneration and terms of engagement of the external auditor;
- ensuring that the internal audit function is adequately resourced and has appropriate standing within our Company;
- reviewing the scope and results of the internal audit procedures, and at least annually, the adequacy and effectiveness of our internal audit function;
- approving the hiring, removal, evaluation and compensation of the head of the internal audit function, or the accounting/auditing firm or corporation to which the internal audit function is outsourced (if any);

# CORPORATE GOVERNANCE

- reviewing the adequacy of and approving procedures put in place related to any hedging policies to be adopted by our Group;
- undertaking such other reviews and projects as may be requested by our Board, and report to our Board its findings from time to time on matters arising and requiring the attention of our AC;
- monitoring and reviewing, at least annually, the changes to the terms of the Minimum Shareholding Requirements as described in the IPO Prospectus section titled “Business – Our Joint Ventures”;
- monitoring and reviewing, at least annually, the release or variation of undertakings indemnities and other measures described in the IPO Prospectus section titled “Business – Our Joint Ventures – Undertakings, Indemnities and Other Measures” in accordance with the terms of the Deeds of Undertaking and Indemnity (consent for such release or variation not to be unreasonably withheld);
- monitoring and reviewing (i) any allegations or claims by a party to the D&B Shareholders Agreement that a Shares Acquisition Breach has occurred and to conduct investigations where such allegations are supported by substantive evidence and (ii) all substantial shareholding notifications (“SSN”) filed pursuant to Subdivision 2 of Part VII of the Securities and Futures Act (with the assistance of our management) for potential Shares Acquisition Breaches and to take active steps to investigate any potential Shares Acquisition Breaches identified through SSNs;
- monitoring and reviewing, at least annually, of the effectiveness of the measures put in place to ensure that the provisions in the D&B SHAs in relation to the Specified Shareholding Restrictions are complied with, including whether the mechanism provided for in our Constitution (as described in the IPO Prospectus section titled “Business – Our Joint Ventures – Undertakings, Indemnities and Other Measures – Other Measures”) is necessary;
- monitoring and reviewing to ensure that an application for a credit bureau license is made within 6 months of the commencement of the Credit Bureau Act in order for CBS to continue its current operations in the consumer credit reporting business;
- monitoring and reviewing compliance by our Associated Companies with the relevant transfer pricing regulations;
- reviewing arrangements under which employees within the Extended Group may, in confidence, raise concerns about (i) possible impropriety in matters of financial reporting and other matters; (ii) the adequacy of procedures for independent investigation; and (iii) appropriate follow-up action in response to such complaints; and
- undertaking generally such other functions and duties as may be required by law or the Listing Manual, and by amendments made thereto from time to time.

The external auditors and the CFO also kept the AC abreast of changes to accounting standards and issues, if any, which have a direct impact on financial statements through updates and/or reports from time to time, where applicable and relevant. In addition, the AC is entitled to seek clarification from Management, the external auditors and/or independent professional advice, or attend relevant seminars and/or informative talks at the Company's expense from time to time to apprise themselves of accounting standards/financial updates.

The external auditors have unrestricted access to the AC and will meet with the AC without the presence of Management at least once a year. The external auditors met separately with the AC without the presence of Management at least once in FY2025.

The AC has explicit authority to investigate any matter within its terms of reference. It has full access to, and the co-operation of the Management and full discretion to invite any Executive Director or key management personnel to attend its meetings. The AC has adequate resources, including access to external consultants and auditors, to enable it to discharge its responsibilities properly.

# CORPORATE GOVERNANCE

The Company has put into place a whistle-blowing framework, endorsed by and reviewed from time to time by the AC, where employees of the Company may, in confidence, raise concerns about possible corporate improprieties in matters of financial reporting or other matters such as possible corruption, suspected fraud and other non-compliance issues.

The Company's employees may, in confidence, raise concerns about possible improprieties in matters of financial reporting or other matters by submitting a whistle blowing report to [whistleblower@creditbureauasia.com](mailto:whistleblower@creditbureauasia.com). Reports received will be submitted to the AC Chairman. The AC serves as the independent function responsible for oversight and monitoring of whistle-blowing and will investigate reports made in good faith. The Company is committed to ensure whistle-blowers who submit complaints or reports in good faith are protected against any discrimination, retaliation or harassment.

There was no reported incident pertaining to whistle blowing during FY2025 and up to the date of this Annual Report.

## Key Audit Matters

In its review of the financial statements of the Group for FY2025, the AC considered a number of significant matters and had discussed with Management the accounting principles that were applied and their judgement of items that might affect the financial statements and also considered the clarification of key disclosures in the financial statements. The AC also met with external auditors to discuss the audit findings as well as their audit. One key audit matter ("KAM") concerning goodwill impairment was reported by the external auditors and detailed in the independent auditor's report. The AC had discussed and reviewed the KAM and accepted the external auditor's assessment. In line with the notice issued on the 24 January 2017 by the Accounting and Corporate Regulatory Authority, Monetary Authority of Singapore and SGX-ST, the AC is to provide its own commentary on the KAM reported by the external auditors. The AC's commentaries on the reported KAM is set out below.

KAM	Audit Committee's Comments
Impairment review of goodwill	The carrying value of goodwill is a significant item within the Group's balance sheet, contributing 7.4% of the Group's total assets. Impairment assessments, performed annually, require judgement about future market conditions. The AC considered the approach, methodology and key assumptions applied in the valuation model. The AC also considered the findings of external auditors, including their assessment of the assumptions used. With these, the AC concurred with the Management's conclusion that there is no impairment of goodwill as at 31 December 2025.

## Internal Audit

The Internal Audit is an independent function that reports directly to the Chairman of the AC on audit matters and to the CEO and CFO on administrative matters. The Internal Audit has unrestricted access to all of the Group's document and records, as well as to the AC. The AC approves the hiring, removal, evaluation and compensation of the Internal Audit resources. The internal auditors are empowered to provide independent and objective assessments and consulting services which are designed to evaluate the adequacy and effectiveness of the Group's system of internal controls. A risk-based approach will be used to develop the annual audit plan to ensure that all high-risk areas are monitored for proper coverage and audit frequency.

The Company currently has an in-house internal audit department for CBS and the AC has approved the engagement of Yang Lee & Associates as the outsourced internal auditor of D&B Singapore, D&B Malaysia and Credit Bureau Asia for FY2025. The AC is satisfied that the internal audit function of the Group is independent, effective and the internal auditors are adequately qualified and resourced, and has the appropriate standing in the Company to discharge its duties effectively. The AC reviews, at least annually, the adequacy and effectiveness of the internal audit function. In FY2025, the AC also met with the internal auditors at least once without the presence of the Management.

# CORPORATE GOVERNANCE

## SHAREHOLDER RIGHTS AND ENGAGEMENT

### Shareholder Rights and Conduct of General Meetings

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

The Board supports and encourages shareholders' participation at general meetings of the Company. It believes that general meetings serve as a good platform for shareholders to meet with the Board and Management, and to interact with them. Information on general meetings is disseminated through notices in the annual reports or circulars sent to shareholders. The notices are also released via SGXNet as well as posted on the Company's website.

The notice of AGM with explanatory notes or circular on items of special business, are despatched to shareholders at least 14 days or 21 days, if any special resolutions are included, before the scheduled AGM date depending on the types of business to be transacted. Shareholders are encouraged to attend the general meetings to put forth any questions they may have on the motions to be decided upon.

Each item of special business included in the notice of general meetings will be accompanied by an explanation of the effects of the proposed resolution. Separate resolutions are set out on distinct issues for approval by shareholders unless the issues are interdependent and linked so as to form one significant proposal. If there are any "bundled" resolutions, explanations and material implications will be given in the notice of meeting.

General meetings are held online or at convenient locations in Singapore which are easily accessible by shareholders. The Directors ensure that the shareholders have the opportunity to participate effectively in and vote at general meetings and shareholders will be well informed of the meeting and voting procedures. All Directors and external auditors will attend general meetings of shareholders to address shareholders' queries about the conduct of audit and the preparation and content of the auditors' report. Directors' attendance at these meetings held during the financial year will also be disclosed in the annual report.

### **Conduct of general meetings**

The Company will conduct its voting by poll at the general meetings in the presence of independent scrutineer. Explanation on polling procedures will be provided to shareholders before the poll voting is conducted. The total numbers and percentage of valid votes cast for or against each resolution will be announced at the general meetings and also on SGXNET after such meetings. Electronic polling may be considered taking into consideration the logistics involved, costs, and number of shareholders, amongst other factors.

After a general meeting, the Company Secretary will prepare minutes of the general meeting that include substantial and relevant comments or queries from shareholders relating to the agenda of the meetings, and responses from the Board and Management. These minutes after subsequent approval by the Chairman, will be made available to shareholders on SGXNET and the Company's website as soon as practicable.

### **Absentia voting**

The Company's Constitution allows all shareholders to appoint proxies to attend general meeting and vote on their behalf. The Company's Constitution does not permit voting in absentia by mail, facsimile or e-mail due to the difficulty in verifying and ensuring authenticity of the vote.

# CORPORATE GOVERNANCE

## **Dividend policy**

The Company does not have a fixed dividend policy. The declaration and payment of future dividends may be recommended by the Board at its discretion, after considering a number of factors, including our level of cash and reserves, results of operations, business prospects, capital requirements and surplus, general financial condition, contractual restrictions, the absence of any circumstances which might reduce the amount of reserves available to pay dividends, and other factors considered relevant by the Board, including the expected financial performance.

For FY2025 and subsequent financial years, the Board intends to pay out at least 90% of dividend income received from subsidiaries and associates. (Collectively, the "Proposed Dividend"). However, investors should note that the foregoing statement on the Proposed Dividend, is merely a statement of the present intention and shall not constitute legally binding obligation on the Company or legally binding statement in respect of future dividends, which may be subject to modification (including reduction or non-declaration thereof) at the Directors' sole and absolute discretion. As there is no fixed dividend policy, investors should not treat the Proposed Dividend as an indication of any future dividend policy. Any final dividends declare must be approved by an ordinary resolution of the Shareholders at a general meeting. All dividends must be paid out of profits available for distribution. The Company is not permitted to pay dividends in excess of the amount recommended by the Board. The Board may, without the approval of the Shareholders, also declare interim dividends. The Company cannot assure that dividends will be paid in the future or as to the timing of any dividends that are to be paid in the future. No inference should or can be made from any of the foregoing statements as to the actual future profitability or ability to pay dividends.

## **Engagement with Shareholders**

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

The Company is committed to corporate governance and transparency by communicating and disclosing sensitive information to its shareholders, in a timely, fair and transparent manner.

The Company currently does not have an investor relations policy. However, the Company has an in-house corporate communication team to undertake investor relations activities. All material information on the performance and development of the Group and of the Company is disclosed in a timely, accurate and comprehensive manner through SGXNET. Shareholders, the investment community, media and analysts are kept informed of the Group's performance, progress and prospects and major developments of the Company on a timely basis through various communication as follows:

- Announcements, including half-year and full-year financial results announcements, via SGXNET;
- Annual reports and notices of AGM;
- General meetings of the Company;
- Investor/analyst/broker briefings and meetings;
- Investor roadshows; and
- Corporate website of the Company at [www.creditbureauasia.com](http://www.creditbureauasia.com)

# CORPORATE GOVERNANCE

The Company also solicits feedback from and addresses the concerns of shareholders via the Company's corporate website <https://creditbureauasia.com/contact> and via email at [enquiries@creditbureauasia.com](mailto:enquiries@creditbureauasia.com).

## **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.*

Stakeholders are individuals or organisations who can have a significant impact on the Groups' interest or operational performance. After reviewing and analyzing all possible stakeholders, seven groups have been identified which can have material impact to or by the Group's business. The strategy and key areas of focus in relation to the management of stakeholder relationships are summarised in the sustainability report section.

The Company maintains a corporate website to communicate and engage stakeholders. Stakeholders can reach out to the Company via <https://creditbureauasia.com/contact> and via email at [enquiries@creditbureauasia.com](mailto:enquiries@creditbureauasia.com).

<b>COMPLIANCE WITH APPLICABLE LISTING RULES</b>		
<b>Listing Rule</b>	<b>Rule Description</b>	<b>Company's Compliance or Explanation</b>
712, 715 or 716 1207(6)(b)	Appointment of auditors	The Company confirms its compliance to the Listing Rules 712 and 715. The AC undertook the annual review of the independence and objectivity of the external auditors by reviewing the non-audit services provided and the fees paid to them. The AC is of the view that the nature and extent of non-audit services provided by the external auditors do not affect the independence and objectivity of the external auditors. The AC and the Board recommend the reappointment of Deloitte & Touche LLP as the external auditors of the Company at the forthcoming AGM.
1207(8)	Material contracts	There is no material contract or loan entered into by or taken up by the Company or any of its subsidiaries involving the interest of any Director, CEO or controlling shareholder of the Company during FY2025.
1207(17) 907	Interested Person Transaction ("IPT")	All IPTs are subject to review by the AC at its meetings. Please refer to Principle 10 for details. There is no new interested person transaction (within the meaning of the Listing Manual) of S\$100,000 or more in value entered into during FY2025.  The Company does not have a general mandate from shareholders for interested person transactions pursuant to Rule 920 of the Listing Manual.
1207(19)	Dealing in securities	The Company has adopted an internal policy to provide guidance to Directors and officers of the Group with regard to dealings in the Company's securities. The policy prohibits dealing in the Company's securities by the Company, the Directors and officers of the Group while in possession of unpublished price sensitive information. The Company, Directors and officers of the Group are also expected to observe insider trading laws at all times even when dealing in securities within the permitted trading period. In addition, the Company, Directors and officers of the Group are expected not to deal in the Company's securities on short term considerations and they are also prohibited from dealing in the Company's securities during the period beginning one month before the announcement of the Company's half-year and full-year financial results.

# CORPORATE GOVERNANCE

COMPLIANCE WITH APPLICABLE LISTING RULES					
Listing Rule	Rule Description	Company's Compliance or Explanation			
1204(22)	Use of proceeds	Pursuant to the Company's IPO, the Company received gross proceeds of approximately S\$27.0 million ("Gross Proceeds"). The Board wishes to provide an update on the use of Gross Proceeds as at 31 December 2025.			
		In S\$'million	Allocation of Gross Proceeds as disclosed in the Prospectus	Gross Proceeds utilised as at the date of this announcement	Balance of Gross Proceeds as at the date of this announcement
		Use of Gross Proceeds			
		Organic growth initiatives (including among others (i) product development and credit score enhancements (ii) software and platform development (iii) investments in infrastructure to increase scope of membership (iv) investments in relation to the development of our corporate credit reporting business in Singapore	7.1	0.5	6.6
		Strategic investments, regional expansion and acquisitions (which may include, among others, in existing and new markets)	11.8	0.0	11.8
		General corporate and working capital purposes	4.7	2.9	1.8
		Payment of underwriting and placement commissions and offering expenses	3.3	3.3	0.0
			27.0	6.7	20.3

Note: Working capital includes S\$820,000 directors' fees, S\$277,000 insurance, S\$525,000 professional fees, S\$303,000 SGX-ST and other fees, S\$654,000 increase in capital of subsidiaries and S\$354,000 others.

# DIRECTORS' STATEMENT

The directors present their statement together with the audited consolidated financial statements of Credit Bureau Asia Limited (the "Company") and its subsidiaries (collectively, the "Group") and statement of financial position and statement of changes in equity of the Company for the financial year ended 31 December 2025.

In the opinion of the directors, the consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company as set out on pages 62 to 123 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 the financial performance, changes in equity and cash flows of the Group and changes in equity of the Company for the financial year then ended and at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts when they fall due.

## 1 DIRECTORS

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

Koo Chiang  
Lim Wah Liang William  
Chua Kee Lock  
Low Seow Juan  
Tan Hup Foi

## 2 ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE BENEFITS BY MEANS OF THE ACQUISITION OF SHARES AND DEBENTURES

Neither at the end of the financial year nor at any time during the financial year did there subsist any arrangement whose object is to enable the directors of the Company to acquire benefits by means of the acquisition of shares or debentures in the Company or any other body corporate.

## 3 DIRECTORS' INTERESTS IN SHARES AND DEBENTURES

The directors of the Company holding office at the end of the financial year had no interests in the share capital and debentures of the Company and related corporations as recorded in the register of directors' shareholdings kept by the Company under Section 164 of the Companies Act 1967 except as follows:

Name of director	Shareholdings registered in the name of director		Shareholdings in which directors are deemed to have an interest	
	At beginning of year	At end of year	At beginning of year	At end of year
<u>Credit Bureau Asia Limited</u> (Ordinary shares)				
Koo Chiang	147,386,639	147,663,939	-	-
Lim Wah Liang William	14,239,000	14,239,000	-	-
Chua Kee Lock	100,000	100,000	-	-

# DIRECTORS' STATEMENT

## 3 DIRECTORS' INTERESTS IN SHARES AND DEBENTURES (cont'd)

By virtue of section 7 of the Companies Act 1967, Mr. Koo Chiang, who by virtue of his interest of not less than 20% of the issued capital of the Company, is deemed to have an interest in the shares held by the Company and its subsidiaries.

The directors' interests in the shares of the Company at 21 January 2026 were the same at 31 December 2025.

## 4 SHARE PLANS AND OPTIONS

On 13 November 2020, the Company adopted the Credit Bureau Asia Performance Share Plan and the Credit Bureau Asia Share Option Scheme for the granting of non-transferable share awards and options, respectively. These awards and options are settled by the physical delivery of the ordinary shares of the Company to eligible participants.

The Credit Bureau Asia Performance Share Plan and the Credit Bureau Asia Share Option Scheme are administered by the Remuneration Committee of the Company.

### (a) Awards and options to take up unissued shares

During the financial year, no awards nor options to take up unissued shares of the Company or its subsidiaries were granted.

### (b) Awards and options exercised

During the financial year, there were no shares of the Company or its subsidiaries issued by virtue of the granting of awards nor exercise of an option to take up unissued shares.

### (c) Unissued share under awards and options

At the end of the financial year, there were no unissued shares of the Company or its subsidiaries under awards and options.

## 5 AUDIT COMMITTEE

The Audit Committee of the Company comprises three non-executive independent directors.

The members of the Audit Committee at the end of the financial year and the date of this report are:

Tan Hup Foi (Chairman)  
Chua Kee Lock  
Low Seow Juan

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

- (a) Reviewed the audit plans and results of the internal auditor's examination and evaluation of the Group's systems of internal accounting controls;

# DIRECTORS' STATEMENT

## 5 AUDIT COMMITTEE (cont'd)

- (b) Reviewed the Group's financial and operating results and accounting policies;
- (c) Reviewed the audit plans and results of the external auditors;
- (d) Reviewed the financial statements of the Company and the consolidated financial statements of the Group before their submission to the directors of the Company and external auditor's report on those financial statements;
- (e) Reviewed the half-yearly and annual announcements as well as the related press releases on the results and financial position of the Company and the Group;
- (f) Reviewed the co-operation and assistance given by management to the Group's external auditors; and
- (g) Reviewed the re-appointment of the external auditors of the Company.

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

The Audit Committee has recommended to the directors the nomination of Deloitte & Touche LLP for re-appointment as external auditors of the Group at the forthcoming AGM of the Company.

## 6 AUDITORS

The auditors, Deloitte & Touche LLP, have expressed their willingness to accept re-appointment.

ON BEHALF OF THE DIRECTORS

.....  
Koo Chiang  
Director

.....  
Lim Wah Liang William  
Director

16 March 2026

# INDEPENDENT AUDITOR'S REPORT

## TO THE MEMBERS OF CREDIT BUREAU ASIA LIMITED

### Report on the Audit of the Financial Statements

#### Opinion

We have audited the financial statements of Credit Bureau Asia Limited (the "Company") and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group and the statement of changes in equity of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 62 to 123.

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

#### Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority *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 year. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion of these matters.

# INDEPENDENT AUDITOR'S REPORT

## TO THE MEMBERS OF CREDIT BUREAU ASIA LIMITED

Key audit matter	How the matter was addressed in the audit
<b>Goodwill impairment review</b>	
<p>Under SFRS(I) 1-36 <i>Impairment of Assets</i>, the Group is required to test goodwill for impairment at least annually or earlier when there is indication of impairment. This assessment requires the exercise of significant judgement about future market conditions, including discount and long-term growth rates.</p>	<p>We involved our valuation specialists to evaluate the reasonableness of the key assumptions relating to the discount rate and long-term growth rate applied by management in their value-in-use computation, and compared their independent expectations to those assumptions used by management.</p>
<p>As at 31 December 2025, the carrying amount of goodwill was \$7,715,050.</p>	<p>We challenged the cash flow forecasts used by management, by comparing them against recent performance and trend analysis.</p>
<p>The key assumptions to the impairment test are disclosed in Note 3.7 to the financial statements.</p>	<p>We performed sensitivity analysis to understand the extent to which key assumptions would need to change before an impairment would be triggered.</p>
	<p>We also assessed the adequacy and appropriateness of the related disclosures made in the financial statements.</p>
	<p>Based on our procedures, we noted management's key assumptions to be within a reasonable range of our expectations, and the related disclosures made in the financial statements are appropriate.</p>

### Information Other than the Financial Statements and Auditor's Report Thereon

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

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

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

# INDEPENDENT AUDITOR'S REPORT

## TO THE MEMBERS OF CREDIT BUREAU ASIA LIMITED

### **Responsibilities of Management and Directors for the Financial Statements**

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

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

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

### **Auditor's Responsibilities for the Audit of the Financial Statements**

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

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

- (a) Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- (d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

# INDEPENDENT AUDITOR'S REPORT

## TO THE MEMBERS OF CREDIT BUREAU ASIA LIMITED

### **Auditor's Responsibilities for the Audit of the Financial Statements (cont'd)**

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

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

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

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

### **Report on Other Legal and Regulatory Requirements**

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

The engagement partner on the audit resulting in this independent auditor's report is Hoe Chi-Hsien.

Deloitte & Touche LLP  
Public Accountants and  
Chartered Accountants  
Singapore

16 March 2026

# CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

YEAR ENDED 31 DECEMBER 2025

	Note	Group	
		2025	2024
		\$	\$
<b>Revenue</b>	2.2	60,113,633	59,706,445
Other operating income	2.3	792,557	664,554
Interest income		1,048,360	1,333,344
Employee benefits expense	2.4	(14,661,553)	(14,536,243)
Write back for (Recognition of) loss allowance on trade receivables	3.2	4,130	(1,068)
Depreciation and amortisation expense		(4,616,632)	(4,714,607)
Other operating expenses		(13,120,098)	(13,015,718)
Finance costs		(314,465)	(198,919)
Share of result of joint ventures		976,489	1,301,025
<b>Profit before tax</b>	2.5	30,222,421	30,538,813
Income tax expense	2.6	(5,157,598)	(5,061,065)
<b>Profit for the year</b>		25,064,823	25,477,748
<b>Other comprehensive (loss) income:</b>			
<i>Item that may be reclassified subsequently to profit or loss</i>			
Exchange differences on translation of foreign operations		(182,098)	259,139
<b>Total comprehensive income for the year</b>		24,882,725	25,736,887
<b>Profit attributable to:</b>			
Owners of the Company		10,740,775	11,238,746
Non-controlling interests		14,324,048	14,239,002
		25,064,823	25,477,748
<b>Total comprehensive income attributable to:</b>			
Owners of the Company		10,509,903	11,460,004
Non-controlling interests		14,372,822	14,276,883
		24,882,725	25,736,887
Basic and diluted earnings per share (cents)	2.7	4.68	4.88

See accompanying notes to financial statements.

# STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	Note	Group		Company	
		2025	2024	2025	2024
		\$	\$	\$	\$
<b>ASSETS</b>					
<b>Current assets</b>					
Cash and bank balances	3.1	46,498,969	67,004,305	3,140,984	26,067,739
Trade receivables	3.2	5,662,569	6,463,239	-	-
Other receivables and deposits	3.3	717,497	360,748	4,418,595	4,199,406
Prepayment		1,943,419	1,234,186	4,393	4,335
Investments in financial assets	4.3	24,652,185	982,872	22,666,295	522
Tax recoverable		91,577	82,244	-	-
Total current assets		79,566,216	76,127,594	30,230,267	30,272,002
<b>Non-current assets</b>					
Other receivables and deposits	3.3	230,926	414,597	2,413,425	2,367,127
Prepayment		419,117	379,949	-	-
Property, plant and equipment	3.4	2,963,005	3,634,944	-	-
Right-of-use assets	3.5	4,848,736	5,618,359	-	-
Intangible assets	3.6	2,163,932	2,107,063	-	-
Club membership	3.6	295,618	315,326	-	-
Goodwill	3.7	7,715,050	7,715,050	-	-
Investments in subsidiaries	6.1	-	-	8,149,744	8,149,744
Investments in joint ventures	6.2	6,576,237	7,175,220	-	-
Total non-current assets		25,212,621	27,360,508	10,563,169	10,516,871
<b>Total assets</b>		<b>104,778,837</b>	<b>103,488,102</b>	<b>40,793,436</b>	<b>40,788,873</b>

See accompanying notes to financial statements.

# STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	Note	Group		Company	
		2025	2024	2025	2024
		\$	\$	\$	\$
<b>LIABILITIES AND EQUITY</b>					
<b>Current liabilities</b>					
Trade and other payables	3.8	6,632,056	7,697,168	43,133	34,385
Dividend payable to non-controlling interests		3,995,883	3,110,570	-	-
Lease liabilities	3.5	2,331,779	2,052,618	-	-
Deferred income	3.9	8,600,450	8,277,474	-	-
Income tax payable		5,032,441	4,916,302	51,983	125,140
<b>Total current liabilities</b>		<b>26,592,609</b>	<b>26,054,132</b>	<b>95,116</b>	<b>159,525</b>
<b>Non-current liabilities</b>					
Other payables	3.8	229,299	-	-	-
Lease liabilities	3.5	2,903,450	4,039,683	-	-
Deferred income	3.9	97,596	137,908	-	-
Deferred tax liabilities	2.6	573,495	564,264	-	-
<b>Total non-current liabilities</b>		<b>3,803,840</b>	<b>4,741,855</b>	<b>-</b>	<b>-</b>
<b>Capital and reserves</b>					
Share capital	5.2	35,051,183	35,051,183	35,051,183	35,051,183
Treasury shares	5.3	(945,685)	-	(945,685)	-
Merger reserves		(442,221)	(442,221)	-	-
Other reserves		(1,871,361)	(1,871,361)	-	-
Translation reserves		(708,048)	(477,176)	-	-
Retained earnings		21,032,806	19,500,765	6,592,822	5,578,165
Equity attributable to owners of the Company		52,116,674	51,761,190	40,698,320	40,629,348
Non-controlling interests		22,265,714	20,930,925	-	-
<b>Total equity</b>		<b>74,382,388</b>	<b>72,692,115</b>	<b>40,698,320</b>	<b>40,629,348</b>
<b>Total liabilities and equity</b>		<b>104,778,837</b>	<b>103,488,102</b>	<b>40,793,436</b>	<b>40,788,873</b>

See accompanying notes to financial statements.

# STATEMENTS OF CHANGES IN EQUITY

YEAR ENDED 31 DECEMBER 2025

	Share capital	Merger reserves (Note A)	Other reserves (Note B)	Translation reserves	Retained earnings	Equity attributable to owners of the Company	Non-controlling interests	Total
	\$	\$	\$	\$	\$	\$	\$	\$
Balance as at 1 January 2024	35,051,183	(442,221)	(1,871,361)	(698,434)	17,477,619	49,516,786	18,513,312	68,030,098
<i>Total comprehensive income for the year:</i>								
Profit for the year	-	-	-	-	11,238,746	11,238,746	14,239,002	25,477,748
Other comprehensive income for the year	-	-	-	221,258	-	221,258	37,881	259,139
Total	-	-	-	221,258	11,238,746	11,460,004	14,276,883	25,736,887
<i>Transactions with owners, recognised directly in equity:</i>								
Dividends (Note 5.4)	-	-	-	-	(9,215,600)	(9,215,600)	(11,859,270)	(21,074,870)
Total	-	-	-	-	(9,215,600)	(9,215,600)	(11,859,270)	(21,074,870)
Balance as at 31 December 2024	35,051,183	(442,221)	(1,871,361)	(477,176)	19,500,765	51,761,190	20,930,925	72,692,115

Note A: Merger reserves arose due to the difference between the cost of acquisition and the total value of share capital of the entities acquired from common controlling shareholders in prior years.

Note B: Other reserves arose due to dividends from a joint venture previously declared and paid to its then shareholder, Asia Credit Bureau Holdings Pte. Ltd., prior to the restructuring exercise in previous years.

See accompanying notes to financial statements.

# STATEMENTS OF CHANGES IN EQUITY

YEAR ENDED 31 DECEMBER 2025

	Share capital	Treasury shares	Merger reserves (Note A)	Other reserves (Note B)	Translation reserves	Retained earnings	Equity attributable to owners of the Company	Non-controlling interests	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Balance as at 1 January 2025	35,051,183	-	(442,221)	(1,871,361)	(477,176)	19,500,765	51,761,190	20,930,925	72,692,115
<i>Total comprehensive income for the year:</i>									
Profit for the year	-	-	-	-	-	10,740,775	10,740,775	14,324,048	25,064,823
Other comprehensive (loss) income for the year	-	-	-	-	(230,872)	-	(230,872)	48,774	(182,098)
Total	-	-	-	-	(230,872)	10,740,775	10,509,903	14,372,822	24,882,725
<i>Transactions with owners, recognised directly in equity:</i>									
Repurchase of shares (Note 5.3)	-	(945,685)	-	-	-	-	(945,685)	-	(945,685)
Dividends (Note 5.4)	-	-	-	-	-	(9,208,734)	(9,208,734)	(13,038,033)	(22,246,767)
Total	-	(945,685)	-	-	-	(9,208,734)	(10,154,419)	(13,038,033)	(23,192,452)
Balance as at 31 December 2025	35,051,183	(945,685)	(442,221)	(1,871,361)	(708,048)	21,032,806	52,116,674	22,265,714	74,382,388

Note A: Merger reserves arose due to the difference between the cost of acquisition and the total value of share capital of the entities acquired from common controlling shareholders in prior years.

Note B: Other reserves arose due to dividends from a joint venture previously declared and paid to its then shareholder, Asia Credit Bureau Holdings Pte. Ltd., prior to the restructuring exercise in previous years.

See accompanying notes to financial statements.

# STATEMENTS OF CHANGES IN EQUITY

YEAR ENDED 31 DECEMBER 2025

	Share capital	Treasury shares	Retained earnings	Total
	\$	\$	\$	\$
<b><u>Company</u></b>				
Balance as at 1 January 2024	35,051,183	-	4,813,527	39,864,710
Profit for the year, representing total comprehensive income for the year	-	-	9,980,238	9,980,238
<i>Transactions with owners, recognised directly in equity:</i>				
Dividends (Note 5.4)	-	-	(9,215,600)	(9,215,600)
Balance as at 31 December 2024	35,051,183	-	5,578,165	40,629,348
Profit for the year, representing total comprehensive income for the year	-	-	10,223,391	10,223,391
<i>Transactions with owners, recognised directly in equity:</i>				
Repurchase of shares (Note 5.3)	-	(945,685)	-	(945,685)
Dividends (Note 5.4)	-	-	(9,208,734)	(9,208,734)
Total	-	(945,685)	(9,208,734)	(10,154,419)
Balance as at 31 December 2025	35,051,183	(945,685)	6,592,822	40,698,320

See accompanying notes to financial statements.

# CONSOLIDATED STATEMENT OF CASH FLOWS

YEAR ENDED 31 DECEMBER 2025

	Group	
	2025	2024
	\$	\$
<b>Operating activities</b>		
Profit before income tax	30,222,421	30,538,813
Adjustments for:		
Share of result of joint ventures	(976,489)	(1,301,025)
Interest income	(1,048,360)	(1,333,344)
Finance costs	314,465	198,919
Unrealised foreign exchange loss (gain), net	152,857	(204,036)
(Write back for) Recognition of loss allowance on trade receivables	(4,130)	1,068
Depreciation of property, plant and equipment	1,420,955	1,549,058
Depreciation of right-of-use assets	2,397,973	2,423,996
Amortisation of intangible assets	797,704	769,953
Property, plant and equipment written off	359	6
Intangible assets written off	-	12,800
Gain on lease termination	(1,219)	-
Operating cash flows before movements in working capital	33,276,536	32,656,208
Trade and other receivables	(130,160)	(938,188)
Trade and other payables	(686,097)	2,028,466
Deferred income	260,756	(789,487)
Cash generated from operations	32,721,035	32,956,999
Interest received	1,083,589	1,568,039
Income taxes paid	(5,032,814)	(4,312,794)
Net cash from operating activities	28,771,810	30,212,244
<b>Investing activities</b>		
Dividends received from joint venture	1,315,474	1,247,912
Investment in a joint venture	-	(428,282)
Purchase of property, plant and equipment	(748,435)	(1,045,245)
Purchase of intangible assets (Note A)	(817,508)	(548,607)
(Purchase) Redemption of financial assets	(23,669,313)	2,689,110
(Placement) Withdrawal of long-term deposits	(3,819,176)	1,989,835
Net cash (used in) from investing activities	(27,738,958)	3,904,723

See accompanying notes to financial statements.

# CONSOLIDATED STATEMENT OF CASH FLOWS

YEAR ENDED 31 DECEMBER 2025

	Group	
	2025	2024
	\$	\$
<b>Financing activities</b>		
Repayment of lease liabilities	(2,484,203)	(2,110,747)
Interest on lease liabilities	(314,465)	(198,919)
Dividends paid	(21,361,454)	(20,605,350)
Purchase of treasury shares	(945,685)	-
Net cash used in financing activities	<u>(25,105,807)</u>	<u>(22,915,016)</u>
Net (decrease) increase in cash and cash equivalents	(24,072,955)	11,201,951
Cash and cash equivalents at beginning of year	63,305,283	51,834,393
Effect of foreign exchange rate changes on the balance of cash held in foreign currencies	(64,744)	268,939
<b>Cash and cash equivalents at end of year (Note 3.1)</b>	<u>39,167,584</u>	<u>63,305,283</u>

Note A: During the year, intangible assets with an aggregate cost of \$32,185 (2024: \$17,734) were acquired and remained unpaid as at year end. The amount has been recorded under "trade and other payables".

## RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's consolidated statement of cash flows as cash flows from financing activities.

	As at 1 January	Financing cash flows	Non-cash changes			As at 31 December
			New lease liabilities*	Dividend declared	Finance costs recognised	
	\$	\$	\$	\$	\$	\$
<b>2025</b>						
Lease liabilities (Note 3.5)	6,092,301	(2,798,668)	1,627,131*	-	314,465	5,235,229
Dividend payable	3,110,570	(21,361,454)	-	22,246,767	-	3,995,883
<b>2024</b>						
Lease liabilities (Note 3.5)	3,275,196	(2,309,666)	4,927,852*	-	198,919	6,092,301
Dividend payable	2,641,050	(20,605,350)	-	21,074,870	-	3,110,570

\* This was represented by new lease liabilities of \$1,658,929 (2024: \$4,927,852) and lease derecognised of \$31,798 (2024: \$Nil).

See accompanying notes to financial statements.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 1 GENERAL INFORMATION

The Company (Registration No. 201909251G) is incorporated in Singapore with its registered office and principal place of business at 6 Shenton Way, #17-10 OUE Downtown 2, Singapore 068809. The Company converted into a public company limited by shares on 13 November 2020, and was listed on the Mainboard of the Singapore Exchange Securities Trading Limited ("SGX-ST") on 3 December 2020.

The principal activities of the Company are those relating to investment holding and credit rating services.

The principal activities of the subsidiaries and joint ventures are disclosed in Notes 6.1 and 6.2 to the financial statements respectively.

The financial statements for the year ended 31 December 2025 were authorised for issue by the Board of Directors on 16 March 2026.

### 1.1 BASIS OF PREPARATION

The financial statements have been prepared on the historical cost basis, except as disclosed in the material accounting policy information, and are drawn up in accordance with the provisions of the Companies Act 1967 and Singapore Financial Reporting Standards (International) ("SFRS(I)s"). The financial statements are expressed in Singapore dollars ("S\$").

### 1.2 ADOPTION OF NEW AND REVISED STANDARDS

In the current year, the Group and the Company have applied all the new and revised SFRS(I)s that are mandatorily effective for an accounting period that begins on or after 1 January 2025. Their adoption has not had any material impact on the disclosures or on the amounts reported in these financial statements.

### 1.3 MATERIAL ACCOUNTING POLICY INFORMATION

#### Subsidiaries

Subsidiaries are entities controlled by the Group. Control is achieved when the Group has power over the investee, is exposed, or has rights, to variable returns from its involvement with the investee, and has the ability to use its power to affect its returns. Details of the Group's significant subsidiaries and composition of the Group are disclosed in Note 6.1.

#### Basis of consolidation

The consolidated financial statements of the Group incorporate the financial statements of the Company and its subsidiaries. Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. When necessary, adjustments are made to the financial statements of subsidiaries to align their accounting policies with those of the Group. All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between the members of the Group are eliminated on consolidation. Changes in the Group's interests in subsidiaries that do not result in a loss of control are accounted for as equity transactions.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 1 GENERAL INFORMATION (cont'd)

### 1.3 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

#### Subsidiaries (cont'd)

##### Basis of consolidation (cont'd)

Non-controlling interests in subsidiaries are identified separately from the Group's equity and are initially measured at fair value or at the non-controlling interests' proportionate share of the fair value of the acquiree's identifiable net assets. The choice of measurement is made on an acquisition-by-acquisition basis. Subsequent to the acquisition date, the carrying amounts of non-controlling interests are adjusted for the non-controlling interests' share of changes in equity. Losses are attributed to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

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

##### Company's separate financial statements

Investment in subsidiaries in the Company's separate financial statements are carried at cost less any impairment losses.

#### Joint ventures

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control. Details of the Group's material joint venture are disclosed in Note 6.2.

##### Equity method of accounting

The results and assets and liabilities of joint ventures are incorporated in the consolidated financial statements using the equity method of accounting. Investment in a joint venture is initially recognised at cost, and is subsequently accounted for by including the Group's share of its profit or loss and other comprehensive income or loss in the carrying amount of the investment until the date on which joint control ceases. Dividends received reduce the carrying amount of the investment. When the Group's share of losses of a joint venture exceeds the Group's interest in that joint venture (which includes any long-term interests that, in substance, form part of the Group's net investment in the joint venture), the Group discontinues recognising its share of further losses.

When a Group entity transacts with a joint venture of the Group, profits and losses resulting from the transactions with the joint venture are recognised in the Group's consolidated financial statements only to the extent of interests in the joint venture that are not related to the Group.

When necessary, adjustments are made to align the joint venture's accounting policies with those of the Group.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 1 GENERAL INFORMATION (cont'd)

### 1.3 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

#### Joint ventures (cont'd)

##### Equity method of accounting (cont'd)

The requirements of SFRS(I) 1-36 are applied to determine whether it is necessary to recognise any impairment loss with respect to the Group's investment in an equity accounted investee. When necessary, the entire carrying amount of the investment is tested for impairment in accordance with SFRS(I) 1-36 *Impairment of Assets* as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs to sell) with its carrying amount. Any impairment loss recognised forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with SFRS(I) 1-36 to the extent that the recoverable amount of the investment subsequently increases.

#### Foreign currency transactions and translation

The individual financial statements of each Group entity are measured and presented in the currency of the primary economic environment in which the entity operates (its functional currency). The consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company are presented in Singapore dollars, which is the functional currency of the Company and the presentation currency for the consolidated financial statements.

In preparing the financial statements of the individual entities, transactions in currencies other than the entity's functional currency (foreign currencies) are recognised at the rate of exchange prevailing on the dates of the transactions. At each reporting date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are translated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated. Exchange differences are recognised in the profit or loss in the period they arise.

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Group's foreign operations are translated at the exchange rate prevailing on the reporting date. Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate. Income and expense items are translated at the average exchange rates for the period, unless exchange rates fluctuate significantly during that period, in which case the exchange rates at the date of the transactions are used. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in a foreign exchange translation reserve (attributed to non-controlling interests as appropriate).

On consolidation, exchange differences arising from the translation of the net investment in foreign entities (including monetary items that, in substance, form part of the net investment in foreign entities) are recognised in other comprehensive income and accumulated in a separate component of equity under the header of translation reserve. Upon the disposal of the entire interest in a foreign operation during the year, all of the exchange differences accumulated in the foreign exchange translation reserve in respect of that operation attributable to the owners of the Company are reclassified to profit or loss.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 1 GENERAL INFORMATION (cont'd)

### 1.3 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

#### Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability which market participants would take into account when pricing the asset or liability at the measurement date.

Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for leasing transactions that are within the scope of SFRS(I) 16 *Leases*, and measurements that have some similarities to fair value but are not fair value, such as value in use in SFRS(1) 1-36 *Impairment of Assets*.

Fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

#### Financial instruments

Financial assets and financial liabilities are recognised on the Group's statement of financial position when the Group becomes a party to the contractual provisions of the instrument.

#### Financial assets

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis.

Financial assets are initially measured at fair value (except for trade receivables that do not have a significant financing component which are measured at transaction price), net of transaction costs that are directly attributable to the acquisition or issue of financial assets (other than those at fair value through profit or loss). Transaction costs directly attributable to the acquisition or issue of financial assets at fair value through profit or loss are recognised immediately in profit or loss.

#### Classification of financial assets

All recognised financial assets are measured subsequently in their entirety at either amortised cost or fair value, based on the Group's business model for managing the financial assets and the contractual cash flow characteristics of the financial assets.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 1 GENERAL INFORMATION (cont'd)

### 1.3 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

#### Financial assets (cont'd)

##### Classification of financial assets (cont'd)

Debt instruments that meet the following conditions are measured subsequently at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

##### Amortised cost and effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition.

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. On the other hand, the gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any loss allowance.

Interest is recognised using the effective interest method for debt instruments measured subsequently at amortised cost, except for short-term balances when the effect of discounting is immaterial.

##### Foreign exchange gains and losses

The carrying amount of financial assets that are denominated in a foreign currency is determined in that foreign currency and translated at the spot rate as at each reporting date. Specifically, for financial assets measured at amortised cost, exchange differences are recognised in profit or loss in the "other operating expenses/income" line item.

##### Impairment of financial assets

The Group recognises a loss allowance for expected credit losses ("ECL") on trade receivables and other receivables that are measured at amortised cost. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial assets. The ECL estimated incorporates the use of a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 1 GENERAL INFORMATION (cont'd)

### 1.3 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

#### Financial assets (cont'd)

##### Impairment of financial assets (cont'd)

The Group always recognises lifetime ECL for trade receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For all other financial instruments, the Group recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit-impaired at the reporting date or an actual default occurring.

Based on historical collection trends and information on customer profile where relevant, the Group presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 60 days past due.

The Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if i) the financial instrument has a low risk of default, ii) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

##### *Definition of default*

Based on historical collection trends, the Group has rebutted the 90 days past due presumption and considers that default has occurred when a financial asset is more than 365 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

##### *Credit-impaired financial assets*

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 1 GENERAL INFORMATION (cont'd)

### 1.3 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

#### Financial assets (cont'd)

##### Impairment of financial assets (cont'd)

###### *Write-off policy*

The Group writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

###### *Measurement and recognition of expected credit losses*

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate.

If the Group has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to 12-month ECL at the current reporting date, except for assets for which the simplified approach was used.

##### Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

#### Financial liabilities and equity

##### Classification as debt or equity

Debt and equity instruments issued by the Group are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

##### Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. Equity instruments issued are recorded at the proceeds received, net of direct issue costs. Repurchase of the Company's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in the profit or loss on the purchase, sale, issue or cancellation of the Company's own equity instruments.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 1 GENERAL INFORMATION (cont'd)

### 1.3 MATERIAL ACCOUNTING POLICY INFORMATION (cont'd)

#### Financial liabilities and equity (cont'd)

##### Financial liabilities at amortised cost

Financial liabilities at amortised cost includes trade and other payables. These are initially measured at fair value, net of transaction costs that are directly attributable to the acquisition or issue of the financial liabilities, and are subsequently measured at amortised cost using the effective interest method.

##### Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

#### Impairment of tangible and intangible assets excluding goodwill

At the end of each reporting period, the Group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment annually, and whenever there is an indication that the asset may be impaired.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 1 GENERAL INFORMATION (cont'd)

### 1.4 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's material accounting policies, which are described in Note 1.3, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

#### (i) *Critical judgements in applying the Group's accounting policies*

Management is of the opinion that there are no critical judgments involved that have a significant effect on the amounts recognised in the financial statements apart from those involving estimations (see below).

#### (ii) *Key sources of estimation uncertainty*

The key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that may 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.

##### Calculation of loss allowance

When measuring ECL, the Group uses reasonable and supportable forward-looking information, which is based on assumptions for the future movement of different economic-drivers and how these drivers will affect each other.

Loss given default is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the lender would expect to receive, taking into account cash flows from collateral and integral credit enhancements.

Probability of default constitutes a key input in measuring ECL. Probability of default is an estimate of the likelihood of default over a given time horizon, the calculation of which includes historical data, assumptions and expectations of future conditions.

The loss allowance and ECL rates applied to trade receivables, other receivables and deposits, and investments in financial assets are disclosed in Notes 3.2, 3.3 and 4.3 respectively.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 1 GENERAL INFORMATION (cont'd)

### 1.4 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (cont'd)

#### (ii) Key sources of estimation uncertainty (cont'd)

##### Impairment of goodwill

Determining whether goodwill is impaired requires an estimation of the value in use of the cash-generating units to which goodwill has been allocated. The value in use calculation requires the entity to estimate the future cash flows expected to arise from the cash-generating unit and a suitable discount rate and long-term growth rate in order to calculate present value. The carrying amount of goodwill at the end of the reporting period was \$7,715,050 (2024: \$7,715,050). No impairment loss was recognised during the year. Further information is disclosed in Note 3.7.

##### Useful lives of property, plant and equipment and intangible assets

The Group reviews the estimated useful lives of property, plant and equipment and intangible assets at the end of each annual reporting period. Management estimates the useful lives of these property, plant and equipment and intangible assets to be within 1 to 25 years. Changes in the expected level of usage could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges and amortisation expense could be revised.

## 2 GROUP PERFORMANCE

### 2.1 SEGMENT INFORMATION

#### Products and services from which reportable segments derive their revenues

Information reported to the Group's chief operating decision maker ("CODM") for the purposes of resource allocation and assessment of segment performance focuses on the source of information from which the Group generates revenue from. No operating segments have been aggregated in arriving at the reportable segments of the Group.

Specifically, the Group's reportable segments under SFRS(I) 8 *Operating Segments* are as follows:

- Non-financial institution data
- Financial institution data

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2 GROUP PERFORMANCE (cont'd)

### 2.1 SEGMENT INFORMATION (cont'd)

#### Segment revenues and results

The following is an analysis of the Group's revenue and results by reportable segment:

	Non-financial institution data	Financial institution data	Total
	\$	\$	\$
<b>2025:</b>			
<b><u>Segment results</u></b>			
<b>Revenue</b>			
Sales of reports	28,052,069	26,231,884	54,283,953
Others	4,093,566	1,736,114	5,829,680
Other operating income	719,392	73,165	792,557
Interest income	685,155	363,205	1,048,360
Employee benefits expense	(9,033,832)	(5,627,721)	(14,661,553)
Write back for loss allowance on trade receivables	4,130	-	4,130
Depreciation and amortisation expense	(1,316,866)	(3,299,766)	(4,616,632)
Other operating expenses	(8,248,407)	(4,871,691)	(13,120,098)
Finance costs	(73,808)	(240,657)	(314,465)
Share of result of joint ventures	-	976,489	976,489
<b>Profit before tax</b>	<b>14,881,399</b>	<b>15,341,022</b>	<b>30,222,421</b>
Income tax expense			(5,157,598)
<b>Profit for the year</b>			<b><u>25,064,823</u></b>

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2 GROUP PERFORMANCE (cont'd)

### 2.1 SEGMENT INFORMATION (cont'd)

#### Segment revenues and results (cont'd)

	Non-financial institution data	Financial institution data	Total
	\$	\$	\$
<b>2024:</b>			
<b><u>Segment results</u></b>			
<b>Revenue</b>			
Sales of reports	28,227,217	25,327,308	53,554,525
Others	4,326,845	1,825,075	6,151,920
Other operating income	645,951	18,603	664,554
Interest income	876,777	456,567	1,333,344
Employee benefits expense	(8,829,837)	(5,706,406)	(14,536,243)
Recognition of loss allowance on trade receivables	(1,068)	-	(1,068)
Depreciation and amortisation expense	(1,427,669)	(3,286,938)	(4,714,607)
Other operating expenses	(8,398,187)	(4,617,531)	(13,015,718)
Finance costs	(26,068)	(172,851)	(198,919)
Share of result of joint ventures	-	1,301,025	1,301,025
<b>Profit before tax</b>	<b>15,393,961</b>	<b>15,144,852</b>	<b>30,538,813</b>
Income tax expense			(5,061,065)
<b>Profit for the year</b>			<b><u>25,477,748</u></b>

Revenue reported above represents revenue generated from external customers.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2 GROUP PERFORMANCE (cont'd)

### 2.1 SEGMENT INFORMATION (cont'd)

#### Segment revenues and results (cont'd)

The accounting policies of the reportable segments are the same as the Group's accounting policies described in Note 1.3. Segment profit represents the profit earned by each segment without allocation of income tax expense. This is the measure reported to the CODM for the purposes of resource allocation and assessment of segment performance.

	Non-financial institution data \$	Financial institution data \$	Total \$
<b>2025:</b>			
<b>Segment assets</b>	65,969,891	38,717,369	104,687,260
Tax recoverable			91,577
			<u>104,778,837</u>
<b>Segment liabilities</b>	(17,330,867)	(7,459,646)	(24,790,513)
Income tax payable			(5,032,441)
Deferred tax liabilities			(573,495)
			<u>(30,396,449)</u>
<b>Other information</b>			
Additions of non-current assets	2,021,575	1,217,748	3,239,323
<b>2024:</b>			
<b>Segment assets</b>	63,603,142	39,802,716	103,405,858
Tax recoverable			82,244
			<u>103,488,102</u>
<b>Segment liabilities</b>	(15,305,149)	(10,010,272)	(25,315,421)
Income tax payable			(4,916,302)
Deferred tax liabilities			(564,264)
			<u>(30,795,987)</u>
<b>Other information</b>			
Additions of non-current assets	344,080	5,761,928	6,106,008
Additions of non-current assets due to capital contribution to a joint venture company	-	428,282	428,282

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2 GROUP PERFORMANCE (cont'd)

### 2.1 SEGMENT INFORMATION (cont'd)

#### Segment revenues and results (cont'd)

For the purposes of monitoring segment performance and allocating resources between segments, the chief operating decision maker monitors the tangible, intangible and financial assets attributable to each segment.

All assets, except for tax recoverable, are allocated to reportable segments. Goodwill has been allocated to reportable segments as described in Note 3.7.

#### Revenue from major products and services

The Group's revenue from its major products and services are disclosed in Note 2.2.

#### Geographical information

The Group operates in four principal geographical areas – Singapore (country of domicile), Malaysia, Cambodia and Myanmar.

In presenting information on the basis of geographical areas, segment revenue, profit (loss) before tax and non-current assets are based on the entity's country of domicile (except for revenue of joint ventures which are incorporated in these financial statements using the equity method of accounting).

	Revenue	Profit (Loss) before tax	Non-current assets
	\$	\$	\$
<b>2025:</b>			
Singapore	57,683,306	28,750,312	25,054,601
Malaysia	2,430,327	288,162	158,020
Cambodia	-	1,323,167	-
Myanmar	-	(139,220)	-
Total	<u>60,113,633</u>	<u>30,222,421</u>	<u>25,212,621</u>
<b>2024:</b>			
Singapore	57,398,260	28,847,945	27,231,974
Malaysia	2,308,185	156,494	128,534
Cambodia	-	1,732,857	-
Myanmar	-	(198,483)	-
Total	<u>59,706,445</u>	<u>30,538,813</u>	<u>27,360,508</u>

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2 GROUP PERFORMANCE (cont'd)

### 2.1 SEGMENT INFORMATION (cont'd)

#### Information about major customers

The revenue from customers individually contributing over 10% of the total revenue of the Group during the year are as follows:

	2025	2024
	\$	\$
Customer I <sup>(1)</sup>	14,826,438	13,361,484

<sup>(1)</sup> Revenue is from segment of non-financial institution data and is from a non-controlling shareholder.

### 2.2 REVENUE

	<u>Group</u>	
	2025	2024
	\$	\$
<b>Type of services</b>		
Sales of reports	54,283,953	53,554,525
Others	5,829,680	6,151,920
	<u>60,113,633</u>	<u>59,706,445</u>

#### **Timing of revenue recognition**

Over time	4,096,731	4,124,718
At a point of time	56,016,902	55,581,727
	<u>60,113,633</u>	<u>59,706,445</u>

#### **Material accounting policy information**

The Group recognises revenue from the following major sources:

- Sale of reports
- Other revenue
  - *Data analytics services*
  - *Debt consolidation services*
  - *Collection services*
  - *Sales and marketing solutions*
  - *Others*

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2 GROUP PERFORMANCE (cont'd)

### 2.2 REVENUE (cont'd)

#### Material accounting policy information (cont'd)

##### Sale of reports

Revenue from sale of reports is recognised upon delivery of the reports to the customer as this represents the point in time at which the right to consideration becomes unconditional, as only the passage of time is required before payment is due. There is no right of return attached to the sale.

The Group also provides portfolio and litigation monitoring services, where alerts will be sent to customers when certain agreed behaviour is identified or information is received. Revenue is recognised over a period of time when monitoring is being performed, and there is no right of return attached to the sale.

The Group also provides membership subscription, where financial institutes can access to the services provided by the Group. Revenue is recognised over the period of subscription, and there is no right to return attached to the sale.

##### Other revenue

##### *Data analytics services*

The Group provides a platform for customers to assess performance of the individual portfolio against market average, with reports being generated and provided to customer on an agreed time interval. Revenue is recognised when the reports are being provided to the customers, either electronically or in physical form. For financial institutions that do not prepay for the reports, a receivable is recognised by the Group when the reports are delivered to the customer as this represents the point in time at which the right to consideration becomes unconditional, as only the passage of time is required before payment is due. For individuals, payment will be received when the reports are being delivered. There is no right of return attached to the sale.

##### *Debt consolidation services*

The Group provides a report to the Association of Banks in Singapore on a monthly basis on the debt amounts of relevant financial institutions. A receivable is recognised by the Group when the reports are delivered as this represents the point in time at which the right to consideration becomes unconditional, as only the passage of time is required before payment is due. For individuals, payment will be received when the reports are being delivered. There is no right of return attached to the sale.

##### *Collection services*

The Group provides debt collection services. Revenue is recognised at a point of time when collection are made, as this represents the point in time at which the right to consideration becomes unconditional, as only the passage of time is required before payment is due. There is no right of return attached to the sale.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2 GROUP PERFORMANCE (cont'd)

### 2.2 REVENUE (cont'd)

#### Material accounting policy information (cont'd)

##### Other revenue (cont'd)

###### *Sales and marketing solutions*

Revenue from sale of customised reports is recognised upon delivery of the reports to the customer. Revenue relating to provision of telemarketing services are recognised over time.

###### *Others*

Revenue mainly pertains to seminar and publication revenue. Seminar revenue is recognised upon completion of the seminar, as this represents the point in time at which the right to consideration becomes unconditional, as only the passage of time is required before payment is due. There is no right of return attached to the sale.

Publication revenue is recognised over the period of time the Group provide such publication to its customers, and there is no right of return attached to the sale.

Revenue relating to portfolio and litigation monitoring and membership subscription is recognised over the time the Group provide such services to its customers, and there is no right of return attached to the sale.

The Group earns royalty fees for the use of technology for generation and delivery of reports, and are recognised at a point in time upon sale of each report by its customers. The Group also provides information technology support fees for its customers which are recognised over time.

The Group also provides consultancy and customised project services. Revenue is recognised at a point of time when these services are completed, as this represents the point in time at which the right to consideration becomes unconditional, as only the passage of time is required before payment is due. There is no right of return attached to the sale.

Dividend income from subsidiaries and joint ventures is recognised when the shareholders' rights to receive payment have been established.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2 GROUP PERFORMANCE (cont'd)

### 2.3 OTHER OPERATING INCOME

	Group	
	2025	2024
	\$	\$
Government grants	97,416	81,771
Realised gain from derivative financial instrument	55,432	285,319
Realised gain from money market fund	69,303	-
Unrealised fair value gain on money market fund	108,732	-
Others	461,674	297,464
	<u>792,557</u>	<u>664,554</u>

### 2.4 EMPLOYEE BENEFITS EXPENSE

	Group	
	2025	2024
	\$	\$
Wages and salaries	12,497,294	12,399,114
Employer's contribution to defined contribution plans	1,317,477	1,271,249
Other staff related costs	846,782	865,880
	<u>14,661,553</u>	<u>14,536,243</u>

#### Material accounting policy information

##### Retirement benefit costs

Payments to defined contribution retirement benefit plans are charged as an expense when employees have rendered the services entitling them to the contributions. Payments made to state-managed retirement benefit schemes, such as the Singapore Central Provident Fund, are dealt with as payments to defined contribution plans where the Group's obligations under the plans are equivalent to those arising in a defined contribution retirement benefit plan.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2 GROUP PERFORMANCE (cont'd)

### 2.5 PROFIT BEFORE TAX

Profit before tax has been arrived at after charging (crediting):

	<u>Group</u>	
	2025	2024
	\$	\$
Property, plant and equipment written off <sup>(1)</sup>	359	6
Intangible assets written off <sup>(1)</sup>	-	12,800
Report costs <sup>(1)</sup>	1,707,432	1,699,686
Data purchase <sup>(1)</sup>	465,425	460,209
Royalties:		
- (receivable from) payable to non-controlling shareholders	(80,239)	403,919
- paid to third parties	4,113,053	4,216,149
Total royalties <sup>(1)</sup>	4,032,814	4,620,068
Telemarketing cost <sup>(1)</sup>	231,497	321,326
Website maintenance cost <sup>(1)</sup>	611,294	318,312
Entertainment <sup>(1)</sup>	120,885	130,008
Travelling expenses <sup>(1)</sup>	155,526	156,238
Unrealised foreign exchange loss (gain), net	152,857	(204,036)
Realised foreign exchange loss, net	78,389	291,537
Audit fees:		
- paid to auditors of the Company	308,650	286,600
- paid to other auditors	14,161	12,886
Total audit fees <sup>(1)</sup>	322,811	299,486
Non-audit fees paid to auditors of the Company <sup>(1)</sup>	10,000	98,000
Aggregate amount of fees paid or payable to auditors	332,811	397,486
Sponsorship expenses <sup>(1)</sup>	190,213	137,400
Seminar costs <sup>(1)</sup>	306,798	293,667
Short term and low value lease expenses <sup>(1)</sup>	724,510	589,517

<sup>(1)</sup> Included in other operating expenses

#### Material accounting policy information

The material accounting policy information relating to the items disclosed in this note that are not mentioned elsewhere in the financial statement are as below:

#### Interest income

Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2 GROUP PERFORMANCE (cont'd)

### 2.6 INCOME TAX

#### 2.6.1 INCOME TAX EXPENSE

	<u>Group</u>	
	2025	2024
	\$	\$
Income tax:		
- Current	5,164,525	5,131,954
- Over provision in prior years	(117,700)	(154,744)
Deferred tax:		
- Current	14,372	(51,831)
- Under provision in prior years	-	1,745
Withholding tax expense	96,401	133,941
Total income tax expense	<u>5,157,598</u>	<u>5,061,065</u>

Domestic income tax is calculated at 17% (2024: 17%) of the estimated assessable profit for the financial year.

The total charge for the year can be reconciled to the accounting profit as follows:

	<u>Group</u>	
	2025	2024
	\$	\$
Profit before tax	<u>30,222,421</u>	<u>30,538,813</u>
Tax at the statutory tax rate of 17% (2024: 17%)	5,137,812	5,191,598
Income not subjected to tax	(187,042)	(245,043)
Effect of different tax rate in foreign jurisdiction	64,043	60,130
Expenses not deducted for tax purposes	206,093	147,193
Effect of previously unrecognised and unused tax losses not recognised, now utilised	(1,336)	(1,985)
Partial tax exemption and tax relief	(87,305)	(69,700)
Over provision in prior years	(117,700)	(152,999)
Withholding tax expense	96,401	133,941
Others	46,632	(2,070)
Income tax expense recognised in profit or loss	<u>5,157,598</u>	<u>5,061,065</u>

Subject to agreement by the tax authorities, as at 31 December 2025, the Group has unused tax losses of \$Nil (2024: \$7,858) available for offset against future profits.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2 GROUP PERFORMANCE (cont'd)

### 2.6 INCOME TAX (cont'd)

#### 2.6.2 DEFERRED TAX LIABILITIES

The following are the major deferred tax (liabilities) assets recognised by the Group, and the movements thereon, during the year:

	Accelerated tax depreciation	Deferred revenue, unutilised business loss and capital allowances	Right-of-use assets	Provision and other liabilities	Total
	\$	\$	\$	\$	\$
<b>Group</b>					
At 1 January 2024	(782,750)	134,377	(529,466)	556,783	(621,056)
Recognised in profit and loss	(165,323)	63,046	(425,654)	578,017	50,086
Exchange differences	204	6,502	-	-	6,706
At 31 December 2024	(947,869)	203,925	(955,120)	1,134,800	(564,264)
Recognised in profit and loss	57,937	(79,394)	19,604	(12,519)	(14,372)
Exchange differences	(116)	5,257	-	-	5,141
At 31 December 2025	(890,048)	129,788	(935,516)	1,122,281	(573,495)

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis. The following is the analysis of the deferred tax balances (after offset) for financial reporting purposes:

	2025	2024
	\$	\$
Deferred tax liabilities	(1,825,564)	(1,902,989)
Deferred tax assets	1,252,069	1,338,725
	(573,495)	(564,264)

Deferred revenue, unutilised business losses and capital allowances, and provision and other liabilities can be carried forward subject to there being no substantial change in shareholders nor the Group companies' principal activities as required by provisions of the Singapore Income Tax Act.

No deferred tax liabilities have been recognised in respect of temporary differences associated with undistributed earnings of subsidiaries because the Group is in a position to control the timing of the reversal of the temporary differences and it is probable that such differences will not reverse in the foreseeable future.

Temporary differences arising in connection with undistributed profits from interests in joint ventures are insignificant.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2 GROUP PERFORMANCE (cont'd)

### 2.6 INCOME TAX (cont'd)

#### 2.6.2 DEFERRED TAX LIABILITIES (cont'd)

##### Material accounting policy information

###### Income tax

Income tax expense represents the sum of current and deferred tax. It is recognised in profit or loss, except when it relates to items that are recognised in other comprehensive income or directly in equity, in which case the current and deferred tax is also recognised in other comprehensive income or directly in equity respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

Current tax payable represents the amount expected to be paid to taxation authorities on taxable profit for the year, using tax rates enacted or substantively enacted at the reporting date and any adjustment to tax payable in respect of previous periods. The amount of current tax payable is the best estimate of the tax amount expected to be paid that reflects the uncertainty related to income taxes.

###### Deferred tax

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from (i) initial recognition of goodwill; or (ii) initial recognition of assets and liabilities in a transaction that is not a business combination, and at the time of the transaction affects neither accounting nor taxable profit, and does not give rise to equal taxable and deductible temporary differences.

Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries and associates, and interests in joint ventures, except where the Group is able to control the timing of the reversal of the temporary differences and it is probable that the temporary differences will not reverse in the foreseeable future. Deferred tax assets are recognised for deductible temporary differences associated with such investments and interests only if it is probable that future taxable amounts will be available to utilise those temporary differences. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled, or the asset is realised based on tax laws and rates that have been enacted or substantively enacted at the reporting date.

The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

###### Offsetting

Current tax assets and liabilities are offset when there is a legally enforceable right to set off the recognised amounts and the Group intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously. Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and they relate to income taxes levied by the same taxation authority.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 2 GROUP PERFORMANCE (cont'd)

### 2.7 EARNINGS PER SHARE

The earnings per share is calculated by dividing the Group's net profit attributable to equity holders of the Company by the existing weighted average number of shares in issue during the year as follows:

	2025	2024
	Cents	Cents
Basic earnings per share	4.68	4.88
Diluted earnings per share	4.68	4.88
Weighted average number of ordinary shares	<u>229,679,700</u>	<u>230,390,000</u>

The calculation of the basic and diluted earnings per share is based on:

	Group	
	2025	2024
	\$	\$
Profit for the year attributable to equity holders of the Company	<u>10,740,775</u>	<u>11,238,746</u>

#### Material accounting policy information

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

Diluted earnings per share is calculated by adjusting the profit for the year attributable to owners of the Company and the weighted average number of ordinary shares outstanding, for the effects of all dilutive potential ordinary shares.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 3 OPERATING ASSETS AND LIABILITIES

### 3.1 CASH AND CASH EQUIVALENTS

	<u>Group</u>		<u>Company</u>	
	2025	2024	2025	2024
	\$	\$	\$	\$
Cash at bank and on hand	25,730,535	36,921,315	2,833,470	19,909,304
Deposits	20,768,434	30,082,990	307,514	6,158,435
Cash and bank balances	<u>46,498,969</u>	<u>67,004,305</u>	<u>3,140,984</u>	<u>26,067,739</u>
Less: Deposit with maturity more than 3 months	(7,181,125)	(3,361,949)	-	-
Less: Restricted cash	(150,260)	(337,073)	-	-
Cash and cash equivalents in the statement of cash flows	<u>39,167,584</u>	<u>63,305,283</u>	<u>3,140,984</u>	<u>26,067,739</u>

As at 31 December 2025, the average maturity of deposits is 71 days (2024: 57 days) and the weighted average interest rate is 1.65% (2024: 2.91%) per annum.

Deposits with a licensed bank of \$52,525 (2024: \$51,749) are pledged to secure performance bank guarantees.

Restricted cash of \$150,260 (2024: \$337,073) is held by the Group on behalf of a joint venture.

#### Material accounting policy information

##### Cash and cash equivalents in the consolidated statement of cash flows

Cash and cash equivalents comprise cash on hand, deposits with maturity less than 3 months and bank balances, restricted cash, that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

### 3.2 TRADE RECEIVABLES

	<u>Group</u>	
	2025	2024
	\$	\$
Third parties	4,228,548	4,798,099
Non-controlling shareholders (Note 7.1)	1,213,055	1,479,486
Joint venture (Note 7.1)	221,333	190,151
Less: Loss allowance	(367)	(4,497)
	<u>5,662,569</u>	<u>6,463,239</u>

As at 1 January 2024, trade receivables from contracts with customers amounted to \$6,435,769 (net of loss allowance of \$3,429).

The average credit on provision of services is 30 days (2024: 30 days). No interest is charged on the trade receivables.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 3 OPERATING ASSETS AND LIABILITIES (cont'd)

### 3.2 TRADE RECEIVABLES (cont'd)

#### Material accounting policy information

Loss allowance for trade receivables has been measured at an amount equal to lifetime ECL. The ECL on trade receivables due from third parties are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for any factors that are specific to the debtors and general economic conditions of the industry in which the debtors operate.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

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

	Trade receivable – days past due							Total
	Not past due	1 to 30 days	31 to 60 days	61 to 90 days	91 to 180 days	181 to 365 days	> 365 days	
	\$	\$	\$	\$	\$	\$	\$	
<u>2025</u>								
Estimated total gross carrying amount at default	4,267,048	976,904	249,233	61,531	74,147	33,706	367	5,662,936
Lifetime ECL	-	-	-	-	-	-	(367)	(367)
								<u>5,662,569</u>
<u>2024</u>								
Estimated total gross carrying amount at default	4,284,018	1,543,209	360,179	106,008	122,513	47,312	4,497	6,467,736
Lifetime ECL	-	-	-	-	-	-	(4,497)	(4,497)
								<u>6,463,239</u>

Management determines that the expected credit loss rate is not expected to be significant for trade receivables from third parties in all days past due categories except for debts more than 365 days overdue as management have assessed and concluded that the amounts are recoverable.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 3 OPERATING ASSETS AND LIABILITIES (cont'd)

### 3.2 TRADE RECEIVABLES (cont'd)

#### Material accounting policy information (cont'd)

Movement in expected credit loss:

	<u>Group</u>	
	2025	2024
	\$	\$
Balance at beginning of the year	4,497	3,429
(Write back for) Recognition of loss allowance recognised in profit or loss	(4,130)	1,068
Balance at end of the year	<u>367</u>	<u>4,497</u>

### 3.3 OTHER RECEIVABLES AND DEPOSITS

	<u>Group</u>		<u>Company</u>	
	2025	2024	2025	2024
	\$	\$	\$	\$
Due from subsidiaries (Note 7.1)	-	-	3,805,371	3,960,244
Due from a joint venture (Note 7.1)	3,349	7,101	-	-
Due from non-controlling shareholder (Note 7.1)	198,373	-	-	-
Deposits	462,631	453,596	-	-
Dividends receivable from subsidiaries (Note 7.1)	-	-	3,023,400	2,589,430
Accrued interest income	57,444	92,673	895	15,443
Others	226,626	221,975	2,354	1,416
	<u>948,423</u>	<u>775,345</u>	<u>6,832,020</u>	<u>6,566,533</u>
Less: Non-current other receivables	(230,926)	(414,597)	(2,413,425)	(2,367,127)
Current other receivables and deposits	<u>717,497</u>	<u>360,748</u>	<u>4,418,595</u>	<u>4,199,406</u>

The Group's non-current receivables relates mainly to deposits for office premises placed with third parties.

The Company's non-current receivables due from a subsidiary is not expected to be repaid within the next 12 months.

In determining the ECL, management has taken into account the financial position of the related companies adjusted for factors that are specific to these companies and general economic conditions of the industry in which these companies operate, in estimating the probability of default of the receivables as well as the loss upon default. Management determines the receivables due from these companies are subject to immaterial credit loss.

The Group has not made any allowance for ECL on the rest of the financial assets as management is of the view that these receivables are subject to immaterial credit loss.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 3 OPERATING ASSETS AND LIABILITIES (cont'd)

### 3.4 PROPERTY, PLANT AND EQUIPMENT

	Leasehold improvements	Furniture and fittings	Computer equipment	Construction- in-progress	Total
	\$	\$	\$	\$	\$
<b>Group</b>					
Cost:					
At 1 January 2024	923,823	319,029	10,845,766	783,342	12,871,960
Additions	18,435	38,778	367,506	200,395	625,114
Written off	-	(6,424)	(27,766)	-	(34,190)
Reclassification	-	-	920,624	(920,624)	-
Exchange differences	6,998	4,170	21,950	-	33,118
At 31 December 2024	949,256	355,553	12,128,080	63,113	13,496,002
Additions	41,886	37,898	253,048	415,603	748,435
Written off	-	(23,000)	(12,424)	-	(35,424)
Reclassification	-	5,720	261,493	(267,213)	-
Exchange differences	5,764	3,472	17,533	-	26,769
At 31 December 2025	996,906	379,643	12,647,730	211,503	14,235,782
Accumulated depreciation:					
At 1 January 2024	817,421	242,657	7,255,943	-	8,316,021
Depreciation	63,126	70,128	1,415,804	-	1,549,058
Written off	-	(6,423)	(27,761)	-	(34,184)
Exchange differences	6,108	3,460	20,595	-	30,163
At 31 December 2024	886,655	309,822	8,664,581	-	9,861,058
Depreciation	32,179	30,648	1,358,128	-	1,420,955
Written off	-	(23,000)	(12,065)	-	(35,065)
Exchange differences	5,665	3,278	16,886	-	25,829
At 31 December 2025	924,499	320,748	10,027,530	-	11,272,777
Carrying amount:					
At 31 December 2025	72,407	58,895	2,620,200	211,503	2,963,005
At 31 December 2024	62,601	45,731	3,463,499	63,113	3,634,944

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 3 OPERATING ASSETS AND LIABILITIES (cont'd)

### 3.4 PROPERTY, PLANT AND EQUIPMENT (cont'd)

#### Material accounting policy information

Property, plant and equipment are stated at cost, less accumulated depreciation and any accumulated impairment losses.

Construction in progress consists of plant and equipment under construction.

Depreciation is charged so as to write off the cost of assets over their estimated useful lives, using the straight-line method, on the following bases:

Leasehold improvements	-	3 to 5 years
Furniture and fittings	-	1 to 5 years
Computer equipment (including computer software)	-	3 to 5 years

The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

The gain or loss arising on disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amounts of the asset and is recognised in profit or loss.

Depreciation is not provided for construction-in-progress as the asset is not yet available for use. Depreciation of this asset, on the same basis as other property assets, commences when the assets are ready for their intended use.

Fully depreciated assets still in use are retained in the financial statements.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 3 OPERATING ASSETS AND LIABILITIES (cont'd)

### 3.5 LEASES

#### 3.5.1 RIGHT-OF-USE ASSETS

The Group leases its office and data centre premises and equipment. The average lease term is between 2 to 5 years.

	Office and data centre premises	Equipment	Total
	\$	\$	\$
<b>Group</b>			
Cost:			
At 1 January 2024	9,481,389	5,215,650	14,697,039
Additions	3,229,880	1,697,972	4,927,852
Disposals	(3,564,548)	(4,340,959)	(7,905,507)
At 31 December 2024	9,146,721	2,572,663	11,719,384
Additions	1,582,102	76,827	1,658,929
Disposals	-	(69,346)	(69,346)
At 31 December 2025	10,728,823	2,580,144	13,308,967
Accumulated depreciation:			
At 1 January 2024	7,395,768	4,186,768	11,582,536
Depreciation <sup>(1)</sup>	1,430,787	993,209	2,423,996
Disposals	(3,564,548)	(4,340,959)	(7,905,507)
At 31 December 2024	5,262,007	839,018	6,101,025
Depreciation <sup>(1)</sup>	1,571,534	826,439	2,397,973
Disposals	-	(38,767)	(38,767)
At 31 December 2025	6,833,541	1,626,690	8,460,231
Carrying amount:			
At 31 December 2025	3,895,282	953,454	4,848,736
At 31 December 2024	3,884,714	1,733,645	5,618,359

<sup>(1)</sup> Depreciation expense includes an amount of \$Nil (2024: \$28,400) recognised as employee compensation for benefits paid in kind.

The Group has no options to purchase any of its right-of-use assets at the end of the lease term, but has options to extend the lease of an office space by 2 years.

Leases for certain premises and equipment entered during the current financial year resulted in additions to right-of-use assets of \$1,658,929 (2024: \$4,927,852).

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 3 OPERATING ASSETS AND LIABILITIES (cont'd)

### 3.5 LEASES (cont'd)

#### 3.5.2 LEASE LIABILITIES

	<u>Group</u>	
	2025	2024
	\$	\$
Maturity analysis:		
Year 1	2,531,880	2,300,617
Year 2	1,544,611	1,986,136
Year 3	896,436	987,343
Year 4	618,073	753,012
Year 5	7,450	600,850
	<u>5,598,450</u>	<u>6,627,958</u>
Less: Unearned interest	(363,221)	(535,657)
	<u><u>5,235,229</u></u>	<u><u>6,092,301</u></u>
Analysed as:		
Current	2,331,779	2,052,618
Non-current	2,903,450	4,039,683
	<u><u>5,235,229</u></u>	<u><u>6,092,301</u></u>

The Group recognised lease interest expense of \$314,465 (2024: \$198,919) during the year ended 31 December 2025. Weighted average of incremental borrowing rate applied to lease liabilities is 5% (2024: 5%).

The Group does not face a significant liquidity risk with regards to its lease liabilities. Lease liabilities are monitored by the management.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 3 OPERATING ASSETS AND LIABILITIES (cont'd)

### 3.5 LEASES (cont'd)

#### 3.5.2 LEASE LIABILITIES (cont'd)

##### **Material accounting policy information**

##### The Group as lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. A right-of-use asset and a corresponding lease liability are recognised with respect to all lease arrangements, except for short-term leases (those with a lease term of 12 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.

The Group has applied the practical expedient under SFRS(I) 16 that permits a lessee not to separate non-lease components, and instead account for any lease and associated non-lease components as a single arrangement.

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 its incremental borrowing rate.

Lease payments included in the measurement of the Group's lease liabilities comprise mainly of fixed lease payments over the lease terms.

A right-of-use asset is initially measured at cost comprising the initial lease liability, any lease payments made at or before the commencement date (less any lease incentives received), any initial direct costs and any restoration costs. The right-of-use assets are subsequently measured at cost less accumulated depreciation and impairment losses. The right-of-use assets are depreciated over the lease terms commencing from the date of the lease, and are tested for impairment in accordance with the policy similar to that adopted for property, plant and equipment.

The lease liability is subsequently measured 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. Lease liability is remeasured by discounting the revised lease payments using a revised discount rate when there is a change in the lease term upon exercising extension options not previously included in the determination of the lease term. A corresponding adjustment is made to the related right-of-use asset.

The Group has assessed that there is no indication of impairment for its right-of-use assets.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 3 OPERATING ASSETS AND LIABILITIES (cont'd)

### 3.6 INTANGIBLE ASSETS

#### a) Litigation database and computer software

	Database	Computer software	Development-in-progress	Total
	\$	\$	\$	\$
<b>Group</b>				
Cost:				
At 1 January 2024	11,663,423	3,245,918	12,800	14,922,141
Additions	523,948	7,494	21,600	553,042
Disposals	-	-	(12,800)	(12,800)
Exchange difference	1,702	3,551	-	5,253
At 31 December 2024	12,189,073	3,256,963	21,600	15,467,636
Additions	570,239	154,042	107,678	831,959
Reclassification	-	17,000	(17,000)	-
Exchange difference	3,907	2,936	49	6,892
At 31 December 2025	12,763,219	3,430,941	112,327	16,306,487
Accumulated amortisation:				
At 1 January 2024	11,108,022	1,498,686	-	12,606,708
Amortisation during the year	407,490	342,755	-	750,245
Exchange difference	220	3,400	-	3,620
At 31 December 2024	11,515,732	1,844,841	-	13,360,573
Amortisation during the year	454,243	323,753	-	777,996
Exchange difference	1,117	2,869	-	3,986
At 31 December 2025	11,971,092	2,171,463	-	14,142,555
Carrying amount:				
At 31 December 2025	792,127	1,259,478	112,327	2,163,932
At 31 December 2024	673,341	1,412,122	21,600	2,107,063

#### b) Club membership

	Group	
	2025	2024
	\$	\$
Balance at beginning of the year	315,326	335,034
Amortisation	(19,708)	(19,708)
Balance at end of the year	295,618	315,326

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 3 OPERATING ASSETS AND LIABILITIES (cont'd)

### 3.6 INTANGIBLE ASSETS (cont'd)

#### Material accounting policy information

##### Litigation database

Intangible costs related to cost incurred in acquiring litigation database that will contribute to future economic benefits through revenue generation and/or cost reduction are initially capitalised at cost and are subsequently carried at cost less accumulated amortisation and any accumulated impairment losses. These costs are amortised over the estimated useful lives of 3 years and assessed for impairment whenever there is an indication that the intangible asset may be impaired.

The amortisation period and the amortisation method are reviewed at least at each financial year-end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in profit or loss in the expense category consistent with the function of the intangible asset. Costs associated with maintaining the litigation database are recognised as expenses when incurred.

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

##### Computer software

Acquired computer software are capitalised on the basis of the cost incurred to acquire and bring to use the specific software. These costs are amortised on a straight line basis over their expected useful lives of 3 to 10 years.

Amortisation is not provided for development-in-progress as the asset is not yet available for use. Amortisation of this asset, on the same basis as other intangible assets, commences when the assets are ready for their intended use.

##### Club memberships

Club memberships are carried at cost less accumulated amortisation and any accumulated impairment losses, where the carrying amount exceeds its estimated recoverable amount. These costs are amortised on a straight line basis over their expected useful lives of 5 to 25 years.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 3 OPERATING ASSETS AND LIABILITIES (cont'd)

### 3.7 GOODWILL

	<u>Group</u>	
	2025	2024
	\$	\$
Arising on acquisition of subsidiaries	7,715,050	7,715,050

Goodwill acquired in a business combination is allocated, at acquisition, to the cash generating units ("CGUs") that are expected to benefit from that business combination. Before recognition of impairment losses, the carrying amount of goodwill had been allocated to the Group's CGUs identified according to business segments.

	<u>Group</u>	
	2025	2024
	\$	\$
Credit Bureau (Singapore) Pte. Ltd.	5,131,300	5,131,300
Dun & Bradstreet (Singapore) Pte. Ltd.	2,583,750	2,583,750
	<u>7,715,050</u>	<u>7,715,050</u>

The Group tests goodwill annually for impairment or more frequently if there are indications that goodwill might be impaired.

The key assumptions for the value in use calculations are those regarding the discount rates, growth rates and gross margin. Management estimates discount rates using pre-tax rates that reflect current market assessments of the time value of money and the risks specific to the CGUs. The growth rates are estimated based on the management's expectation of industry growth forecasts and also past performance of the CGUs. Changes in selling prices and direct costs are based on past practices and expectations of future changes in the market.

The key assumptions used for the value in use calculations are as follows:

	Credit Bureau (Singapore) Pte. Ltd.		Dun & Bradstreet (Singapore) Pte. Ltd.	
	2025	2024	2025	2024
	%	%	%	%
Gross margin <sup>(1)</sup>	80	80	80	82
Long-term growth rate <sup>(2)</sup>	1	1	2	2
Discount rate <sup>(3)</sup>	13	13	13	13

<sup>(1)</sup> Budgeted gross margin.

<sup>(2)</sup> Long-term growth rate used to extrapolate cash flows beyond the budget period.

<sup>(3)</sup> Pre-tax discount rate applied to the cash flow projections.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 3 OPERATING ASSETS AND LIABILITIES (cont'd)

### 3.7 GOODWILL (cont'd)

The Group has conducted a sensitivity analysis of the impairment test to changes in key assumptions used to determine the recoverable amount for each CGUs to which goodwill is allocated. Management believes that any reasonably possible change in the key assumptions on which the recoverable amounts of the CGUs are based would not cause the carrying amount to exceed the recoverable amount of the respective CGUs.

#### **Material accounting policy information**

Goodwill arising in a business combination is recognised as an asset at the date that control is acquired (the acquisition date). Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value of the acquirer's previously held equity interest (if any) in the entity over net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed.

If, after reassessment, the Group's interest in the fair value of the acquiree's identifiable net assets exceeds the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value of the acquirer's previously held equity interest in the acquiree (if any), the excess is recognised immediately in profit or loss as a bargain purchase gain.

Goodwill is not amortised but is reviewed for impairment at least annually. For the purpose of impairment testing, goodwill is allocated to each of the Group's cash-generating units expected to benefit from the synergies of the combination. Cash-generating units to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in a subsequent period.

On disposal of a subsidiary or the relevant cash generating unit, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 3 OPERATING ASSETS AND LIABILITIES (cont'd)

### 3.8 TRADE AND OTHER PAYABLES

	<u>Group</u>		<u>Company</u>	
	2025	2024	2025	2024
	\$	\$	\$	\$
Trade payables:				
- Third parties	435,098	503,578	-	-
- Non-controlling shareholders (Note 7.1)	147,420	141,343	-	-
Other payables:				
- Third parties	302,157	519,532	187	415
- Subsidiary (Note 7.1)	-	-	2,737	-
Amounts due to a joint venture (Note 7.1)	150,260	337,073	-	-
Accrued expenses	5,826,420	6,195,642	40,209	33,970
	<u>6,861,355</u>	<u>7,697,168</u>	<u>43,133</u>	<u>34,385</u>
Less: Non-current other payables	(229,299)	-	-	-
Current trade and other payables	<u>6,632,056</u>	<u>7,697,168</u>	<u>43,133</u>	<u>34,385</u>

Trade payables are unsecured, non-interest bearing and are normally settled on 30 days (2024: 30 days) credit terms.

Included in the trade and other payables are amounts relating to the acquisition of intangible assets of \$32,185 (2024: \$17,734) as at 31 December 2025.

#### Material accounting policy information

##### Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Group prior to the end of financial year which are unpaid. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of business if longer). If not, they are presented as non-current liabilities. Trade and other payables are initially recognised at fair value, and subsequently carried at amortised cost using the effective interest method.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 3 OPERATING ASSETS AND LIABILITIES (cont'd)

### 3.9 DEFERRED INCOME

	Group	
	2025	2024
	\$	\$
Deferred income	8,698,046	8,415,382
Less: Non-current deferred income	(97,596)	(137,908)
Deferred income presented as current liabilities	<u>8,600,450</u>	<u>8,277,474</u>

Movement in deferred income:

Balance at beginning of the year	8,415,382	9,177,775
Received during the year	10,711,033	10,241,131
Recognised as revenue in profit or loss	(10,450,277)	(11,030,618)
Exchange difference	21,908	27,094
Balance at end of the year	<u>8,698,046</u>	<u>8,415,382</u>

#### Material accounting policy information

Deferred income represents fees received from customers in advance for services not yet performed at the end of the reporting date. Amounts are included in the financial statements as deferred income upon signing of agreements and recognised as revenue when the services are performed.

There are no significant changes in the deferred revenue balances during the year.

Management expects that 99% (2024: 98%) of the transaction price allocated to the unsatisfied and/or partially unsatisfied contracts as of the end of the reporting period amount to \$8,600,450 (2024: \$8,277,474) will be recognised as revenue during the next reporting period. The remaining 1% (2024: 2%) amounting to \$97,596 will be recognised in 2026 (2024: \$137,908 amount recognised in 2025).

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 4 FINANCIAL INSTRUMENTS AND FINANCIAL RISKS

### 4.1 CATEGORIES OF FINANCIAL INSTRUMENTS

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

	<u>Group</u>		<u>Company</u>	
	2025	2024	2025	2024
	\$	\$	\$	\$
<b>Financial assets</b>				
Amortised cost	55,095,851	75,225,239	9,973,004	32,634,272
Fair value through profit or loss (FVTPL)	22,666,295	522	22,666,295	522
<b>Financial liabilities</b>				
Amortised cost	10,857,238	10,807,738	43,133	34,385
Lease liabilities	5,235,229	6,092,301	-	-

The Group and the Company do not have any financial instruments which are subject to offsetting, enforceable master netting arrangements or similar netting arrangements.

### 4.2 FINANCIAL RISK MANAGEMENT POLICIES AND OBJECTIVES

The Group's overall financial risk management programme seeks to minimise potential adverse effects of financial performance of the Group. Management reviews the overall financial risk management on specific areas, such as market risk (including foreign exchange risk, interest rate risk), credit risk and liquidity risk.

The Group does not hold or issue derivative financial instruments for speculative purposes.

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

#### 4.2.1 FOREIGN EXCHANGE RISK MANAGEMENT

The Group transacts in various foreign currencies, mainly United States dollars, therefore is exposed to foreign exchange risk.

At the end of each reporting period, the carrying amounts of significant monetary assets and monetary liabilities denominated in currencies other than the Group entities' functional currency is as follows:

	<u>Group</u>			
	<u>Assets</u>		<u>Liabilities</u>	
	2025	2024	2025	2024
	\$	\$	\$	\$
United States dollars	4,748,689	3,174,935	729,260	540,119

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 4 FINANCIAL INSTRUMENTS AND FINANCIAL RISKS (cont'd)

### 4.2 FINANCIAL RISK MANAGEMENT POLICIES AND OBJECTIVES (cont'd)

#### 4.2.1 FOREIGN EXCHANGE RISK MANAGEMENT (cont'd)

	<u>Company</u>			
	<u>Assets</u>		<u>Liabilities</u>	
	2025	2024	2025	2024
	\$	\$	\$	\$
United States dollars	3,071,984	3,256,688	-	-

#### Foreign currency sensitivity

The following table details the sensitivity to a 10% increase and decrease in the relevant currency against the respective functional currencies of the entities in the Group. The sensitivity rate of 10% represents management's assessment of the reasonably possible change in foreign exchange rates. The sensitivity analysis below includes only significant outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 10% change in foreign currency rates.

If the relevant foreign currency strengthens by 10% against the functional currency, profit before tax will increase by:

	<u>Group</u>		<u>Company</u>	
	2025	2024	2025	2024
	\$	\$	\$	\$
United States dollars	401,943	263,482	307,198	325,669

If the relevant foreign currency weakens by 10% against the functional currency, there would be an equal and opposite impact on profit or loss.

#### 4.2.2 INTEREST RATE RISK MANAGEMENT

The Group and the Company are exposed to interest rate risk through the impact of rate changes on interest bearing liabilities and assets.

The interest rates of fixed deposits, investment in financial assets and lease liabilities are disclosed in Notes 3.1, 4.3 and 3.5 to the financial statements respectively. No sensitivity analysis is prepared as the Group and the Company does not have any significant variable rate interest bearing financial instruments at the end of the reporting period.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 4 FINANCIAL INSTRUMENTS AND FINANCIAL RISKS (cont'd)

### 4.2 FINANCIAL RISK MANAGEMENT POLICIES AND OBJECTIVES (cont'd)

#### 4.2.3 CREDIT RISK MANAGEMENT

The Group develops and maintains its credit risk gradings to categorise exposures according to their degree of risk of default. The Group uses its own trading records to rate its major customers and other debtors.

Trade receivables due from two (2024: two) non-controlling shareholders represents 21% (2024: 23%) of the total trade receivables. Apart from these, the Group does not have any significant credit risk exposure to any single counterparty or any group of counter-parties having similar characteristics. The credit risk on liquid funds is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

Further details of credit risks on trade receivables, other receivables and deposits, other payables, and investments in financial assets are disclosed in Notes 3.2, 3.3, 3.8 and 4.3 respectively.

#### 4.2.4 LIQUIDITY RISK MANAGEMENT

The Group maintains sufficient cash and cash equivalents, and internally generated cash flows to finance their activities. The Group finances their liquidity through internally generated cash flows and minimises liquidity risk by matching the payment and receipt cycles, and will be able to procure credit facilities from banks whenever necessary.

All financial assets and liabilities in 2025 and 2024 are repayable on demand or due within 1 year from the end of the year, except for other receivables and deposits and lease liabilities as disclosed in Notes 3.3 and 3.5 respectively.

#### 4.2.5 FAIR VALUE OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES

Except as detailed in the following table, the management of the Group considers that the fair value of financial assets and liabilities approximate the carrying amounts of these assets and liabilities reported in the statements of financial position.

	<u>Group</u>					
	<u>2025</u>		<u>2024</u>			
	Fair value level	Carrying amount	Fair value	Fair value level	Carrying amount	Fair value
	\$	\$		\$	\$	
Financial assets						
Investments in financial assets						
Treasury bills	2	1,985,890	1,995,660	2	982,350	999,380
Money market fund	2	<u>22,666,295</u>	<u>22,666,295</u>	2	<u>522</u>	<u>530</u>

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 4 FINANCIAL INSTRUMENTS AND FINANCIAL RISKS (cont'd)

### 4.2 FINANCIAL RISK MANAGEMENT POLICIES AND OBJECTIVES (cont'd)

#### 4.2.5 FAIR VALUE OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES (cont'd)

	<u>Company</u>							
	<u>2025</u>						<u>2024</u>	
	Fair value level	Carrying amount	Fair value	level	Carrying amount	Fair value		
	\$	\$			\$	\$		
Financial assets								
Investments in financial assets								
Money market fund	2	22,666,295	22,666,295	2	522	530		

The fair value is estimated considering (i) current or recent quoted prices for identical securities in markets that are not active and (ii) a net present value calculated using discount rates derived from quoted yields of securities with similar maturity and credit ratings.

### 4.3 INVESTMENTS IN FINANCIAL ASSETS

	<u>Group</u>	
	2025	2024
	\$	\$
Financial assets measured at amortised cost:		
Treasury bills	1,985,890	982,350
Financial assets measured at FVTPL:		
Money market fund	22,666,295	522
	<u>24,652,185</u>	<u>982,872</u>
	<u>Company</u>	
	2025	2024
	\$	\$
Financial assets measured at FVTPL:		
Money market fund	22,666,295	522

The treasury bills entered into in the current year are measured at amortised cost given that the assets' contractual cash flows are solely principal and interest, and the Group's business model objective is to hold these assets to maturity to collect contractual cash flows.

The Group invests in money market fund, which is a collective investment scheme investing primarily in high-quality, short-term debt instruments and deposits.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 4 FINANCIAL INSTRUMENTS AND FINANCIAL RISKS (cont'd)

### 4.3 INVESTMENTS IN FINANCIAL ASSETS (cont'd)

These investments are classified as financial assets at fair value through profit or loss as the units represent equity interests in a fund and do not give rise to contractual cash flows that are solely payments of principal and interest on the principal amount outstanding. Accordingly, the investments do not meet the criteria for measurement at amortised cost under SFRS(I) 9.

The investments are initially recognised at fair value and subsequently measured at fair value based on the published net asset value ("NAV") at the reporting date. Changes in fair value are recognised in profit or loss in the period in which they arise.

The following table details the expected maturity for the financial assets and has been drawn up based on the undiscounted cash flows of financial assets including interest that will be earned on those assets except where the Group anticipates that the cash flow will occur in a different period.

	Weighted average effective interest rate	Group		
		On demand or within 1 year	Within 2 to 5 years	Total
		%	\$	\$
<u>2025</u>				
Treasury bills	1.42	2,000,000	-	2,000,000
Money market fund	n.a.	22,666,295	-	22,666,295
		<u>24,666,295</u>	<u>-</u>	<u>24,666,295</u>
<u>2024</u>				
Treasury bills	3.59	1,000,000	-	1,000,000
Money market fund	n.a.	522	-	522
		<u>1,000,522</u>	<u>-</u>	<u>1,000,522</u>
	Weighted average effective interest rate	Company		
		On demand or within 1 year	Within 2 to 5 years	Total
		%	\$	\$
<u>2025</u>				
Money market fund	n.a.	22,666,295	-	22,666,295
<u>2024</u>				
Money market fund	n.a.	522	-	522

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 4 FINANCIAL INSTRUMENTS AND FINANCIAL RISKS (cont'd)

### 4.3 INVESTMENTS IN FINANCIAL ASSETS (cont'd)

#### Impairment of financial assets

For the purposes of impairment assessment, the financial assets are considered to have low credit risk as the counterparties to these investments have a minimum A- credit rating assigned by S&P. Accordingly, for the purpose of impairment assessment for these financial assets, the loss allowance is measured at an amount equal to 12-month ECL, and is assessed to have immaterial credit loss.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period in assessing the loss allowance for these financial assets.

## 5 CAPITAL STRUCTURES

### 5.1 CAPITAL MANAGEMENT POLICIES AND OBJECTIVES

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while maximising the return to stakeholders through the optimisation of the debt and equity balance. The Group's overall strategy remains unchanged from the preceding year.

The capital structure of the Group consists of equity attributable to owners of the Company, comprising issued capital, reserves and retained earnings.

The Group is not subject to any externally imposed capital requirements.

### 5.2 SHARE CAPITAL

	<u>Group and Company</u>			
	2025	2024	2025	2024
			\$	\$
Number of ordinary shares				
Issued and paid up:				
At beginning and end of the year	230,390,000	230,390,000	35,051,183	35,051,183

As at 31 December 2025, the Company's total issued shares is 229,679,700 ordinary shares (31 December 2024: 230,390,000) excluding 710,300 shares held as treasury shares (31 December 2024: Nil).

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 5 CAPITAL STRUCTURES (cont'd)

### 5.3 TREASURY SHARES

	<u>Group and Company</u>			
	2025	2024	2025	2024
			\$	\$
Number of ordinary shares				
At beginning of the year	-	-	-	-
Repurchased during the year	710,300	-	945,685	-
At end of the year	710,300	-	945,685	-

Treasury shares relate to ordinary shares of the Company that are held by the Company.

As at 31 December 2025, the Company held 710,300 treasury shares (31 December 2024: Nil) which represents 0.3093% (31 December 2024: Nil%) of the total number of issued shares (excluding treasury shares).

None of the Company's subsidiaries hold any shares in the Company at the end of the period under review.

There were no sales, transfers, cancellation and/or use of subsidiary holdings as at the end of the period under review.

### 5.4 DIVIDENDS

On 30 May 2025, a final dividend of 2 cents per share (total dividend \$4,606,040) for the year ended 31 December 2024 was paid to shareholders. On 29 August 2025, an interim dividend of 2 cents per share (total dividend \$4,602,694) for the year ended 31 December 2025 was paid to shareholders.

In respect of the current year, the directors propose that a final dividend of 2.2 cents per share be paid to shareholders on 22 May 2026. The proposed dividend is subject to approval by shareholders at the annual general meeting and has not been included as a liability in these financial statements. The proposed dividend is payable to all shareholders on the register of members on 6 May 2026. The total estimated dividend to be paid is \$5,052,953.

On 24 May 2024, a final dividend of 2 cents per share (total dividend \$4,607,800) for the year ended 31 December 2023 was paid to shareholders. On 30 August 2024, an interim dividend of 2 cents per share (total dividend \$4,607,800) for the year ended 31 December 2024 was paid to shareholders.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 6 GROUP STRUCTURE

### 6.1 INVESTMENTS IN SUBSIDIARIES

	<u>Company</u>	
	2025	2024
	\$	\$
Unquoted equity shares, at cost	8,149,744	7,433,198
Additions, at cost	-	716,546
	<u>8,149,744</u>	<u>8,149,744</u>

Details of the Company's subsidiaries as at 31 December 2025 are as follows:

Name of subsidiary	Country of incorporation (or residence)	Proportion of effective ownership interest		Proportion of voting power held		Principal activity
		2025	2024	2025	2024	
		%	%	%	%	
<b>Held by the Company:</b>						
Infocredit Holdings Pte. Ltd. <sup>(1)</sup>	Singapore	51	51	51	51	Investment holding.
CBA Investment Holdings Pte. Ltd. <sup>(1)</sup>	Singapore	100	100	100	100	Investment holding and provision of consulting and related services.
CBA (Cambodia) Pte. Ltd. <sup>(1)</sup>	Singapore	100	100	100	100	Investment holding.
CBA (China) Pte. Ltd. <sup>(1)</sup>	Singapore	100	100	100	100	Investment holding.
CBA Data Solutions Pte. Ltd. <sup>(1)</sup>	Singapore	100	100	100	100	Software consultancy and data processing services.
<b>Held by Infocredit Holdings Pte. Ltd.:</b>						
Dun & Bradstreet (Singapore) Pte. Ltd. <sup>(1)(3)</sup>	Singapore	41.31	41.31	81	81	Provision of credit information services and receivables management services.
Infocredit International Sdn. Bhd. <sup>(2)</sup>	Malaysia	51	51	100	100	Investment holding.
Credit Bureau (Singapore) Pte. Ltd. <sup>(1)(3)</sup>	Singapore	38.25	38.25	75	75	Provision of credit information services.
Singapore Commercial Credit Bureau Pte. Ltd. <sup>(1)(3)</sup>	Singapore	41.31	41.31	81	81	Credit Bureau for commercial entities.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 6 GROUP STRUCTURE (cont'd)

### 6.1 INVESTMENTS IN SUBSIDIARIES (cont'd)

Name of subsidiary	Country of incorporation (or residence)	Proportion of effective ownership interest		Proportion of voting power held		Principal activity
		2025	2024	2025	2024	
		%	%	%	%	
<b>Held by Infocredit International Sdn. Bhd.:</b>						
Dun & Bradstreet (D&B) Malaysia Sdn. Bhd. <sup>(2)(3)</sup>	Malaysia	37.44	37.44	73.41	73.41	Provision of credit information services, marketing information.

<sup>(1)</sup> Audited by Deloitte & Touche LLP, Singapore.

<sup>(2)</sup> Audited by another firm of auditors.

<sup>(3)</sup> Although the Group does not effectively own more than 50% of the equity shares of these entities, it has sufficiently dominant voting right and power to direct the relevant activities of these entities and therefore the Group has unilateral control over these entities and hence regards these entities as subsidiaries.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 6 GROUP STRUCTURE (cont'd)

### 6.1 INVESTMENTS IN SUBSIDIARIES (cont'd)

Summarised financial information in respect of each of the Group's subsidiaries that has material non-controlling interests is set out below. The summarised financial information below represents amounts before intragroup eliminations.

	Infocredit Holdings Pte. Ltd.		Credit Bureau (Singapore) Pte. Ltd.		Dun & Bradstreet (Singapore) Pte. Ltd.		Singapore Commercial Credit Bureau Pte. Ltd.	
	2025	2024	2025	2024	2025	2024	2025	2024
	\$	\$	\$	\$	\$	\$	\$	\$
Current assets	5,617,098	4,564,397	25,295,396	23,420,312	12,020,003	12,294,837	10,691,795	9,466,241
Non-current assets	14,182,849	14,182,849	7,051,071	9,157,605	1,738,189	767,836	1,562,946	1,814,211
Current liabilities	(5,401,300)	(4,361,589)	(6,717,059)	(8,208,547)	(9,607,846)	(9,413,228)	(10,682,960)	(9,546,639)
Non-current liabilities	-	-	(2,742,104)	(4,332,579)	(801,928)	(82,113)	(285,595)	(412,754)
Equity attributable to owners of the Company	(7,343,310)	(7,336,685)	(8,754,394)	(7,664,073)	(1,383,231)	(1,473,665)	(531,323)	(545,729)
Non-controlling interests	(7,055,337)	(7,048,972)	(14,132,910)	(12,372,718)	(1,965,187)	(2,093,667)	(754,863)	(775,330)
Revenue	16,960,755	15,498,000	27,948,226	26,914,070	16,476,542	17,771,295	13,164,184	12,404,393
Profit before income tax	16,887,990	15,431,271	14,302,810	13,755,024	7,577,624	8,346,083	5,991,758	5,498,074
Income tax expense	-	-	(2,452,297)	(2,284,741)	(1,296,538)	(1,367,441)	(1,026,631)	(914,722)
Profit after tax, representing total comprehensive income	16,887,990	15,431,271	11,850,513	11,470,283	6,281,086	6,978,642	4,965,127	4,583,352
Profit attributable to owners of the Company	8,612,875	7,869,948	4,532,821	4,387,383	2,594,717	2,882,877	2,051,094	1,893,383
Profit attributable to non-controlling interests	8,275,115	7,561,323	7,317,692	7,082,900	3,686,369	4,095,765	2,914,033	2,689,969
Profit after tax, representing total comprehensive income	16,887,990	15,431,271	11,850,513	11,470,283	6,281,086	6,978,642	4,965,127	4,583,352
Dividend paid to non-controlling interests	7,755,720	7,239,750	2,250,000	2,250,000	1,273,000	1,102,000	874,000	798,000
Net cash (outflow) inflow from operating activities	(82,725)	(63,531)	14,397,231	14,587,249	7,091,070	7,626,064	5,853,293	6,347,414
Net cash inflow (outflow) from investing activities	15,903,000	14,850,000	(7,264,361)	(1,818,686)	(42,996)	2,814,233	(296,016)	(883,407)
Net cash outflow from financing activities	(15,836,306)	(14,781,807)	(11,090,357)	(10,739,236)	(7,254,333)	(6,297,220)	(4,673,209)	(4,273,209)
Net cash (outflow) inflow	(16,031)	4,662	(3,957,487)	2,029,327	(206,259)	4,143,077	884,068	1,190,798

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 6 GROUP STRUCTURE (cont'd)

### 6.2 INVESTMENTS IN JOINT VENTURES

	Group	
	2025	2024
	\$	\$
Unquoted shares, at cost	3,279,231	2,850,949
Additions, at cost	-	428,282
Share of post-acquisition reserves	12,959,934	11,983,445
Dividend received	(8,780,963)	(7,465,489)
Foreign exchange difference	(881,965)	(621,967)
	6,576,237	7,175,220

Details of the Group's joint ventures at 31 December 2025 are as follows:

Name of joint venture	Place of incorporation and operation	Percentage of effective ownership interest		Percentage of voting power held		Principal activity
		2025	2024	2025	2024	
		%	%	%	%	
<b>Held by CBA Investment Holdings Pte. Ltd.:</b>						
Myanmar Credit Bureau Ltd. <sup>(1)(2)</sup>	Myanmar	40	40	40	40	Provision of credit bureau services.
<b>Held by CBA (Cambodia) Pte. Ltd.:</b>						
Equifax Cambodia Holdings Pte. Limited <sup>(1)(2)</sup>	Singapore	49	49	49	49	Investment holding.
<b>Held by Equifax Cambodia Holdings Pte. Limited:</b>						
Credit Bureau (Cambodia) Co. Ltd. <sup>(1)(2)</sup>	Cambodia	24.01	24.01	49	49	Provision of credit information services.

<sup>(1)</sup> The Group has joint control over these entities by virtue of the contractual arrangement with a joint venture partner, requiring all resolutions to be passed by a majority votes of not less than 75%.

<sup>(2)</sup> Audited by another firm of auditors.

The above joint ventures are accounted for using the equity method in these financial statements.

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 6 GROUP STRUCTURE (cont'd)

### 6.2 INVESTMENTS IN JOINT VENTURES (cont'd)

The summarised financial information in respect of Myanmar Credit Bureau Ltd. is set out below.

	2025	2024
	\$	\$
<b>Myanmar Credit Bureau Ltd.</b>		
Current assets	1,158,482	1,224,621
Non-current assets	615,749	973,003
Current liabilities	(209,614)	(196,783)
Revenue	747,614	511,849
Other income	43,299	32,209
Operating expenses	(1,138,964)	(1,040,265)
Loss before tax	(348,051)	(496,207)
Income tax expense	-	-
Loss after tax, representing total comprehensive loss	(348,051)	(496,207)

The above loss after tax includes the following:

	2025	2024
	\$	\$
Depreciation expense	(318,656)	(367,792)
Interest income	50,715	32,209

Reconciliation of the above summarised financial information to the carrying amount of the interest in the joint venture recognised in these financial statements:

	2025	2024
	\$	\$
Net assets	1,564,617	2,000,841
Proportion of the Group's ownership	40%	40%
Group's share of net assets	625,847	800,336

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 6 GROUP STRUCTURE (cont'd)

### 6.2 INVESTMENTS IN JOINT VENTURES (cont'd)

The summarised financial information in respect of Equifax Cambodia Holdings Pte. Limited ("ECH") and its joint venture is set out below.

	2025	2024
	\$	\$
<b>Equifax Cambodia Holdings Pte. Limited</b>		
Current assets	190,733	379,104
Non-current assets	12,018,562	12,854,746
Current liabilities	(65,641)	(223,883)
Other income	86,038	50,414
Operating expenses	(509,422)	(526,636)
Share of result of a joint venture	2,700,341	3,536,443
Profit before tax	2,276,957	3,060,221
Income tax benefit	-	-
Profit after tax, representing total comprehensive income	2,276,957	3,060,221
Dividend income from ECH	1,315,474	1,247,912

Reconciliation of the above summarised financial information to the carrying amount of the interest in the joint venture recognised in these financial statements:

	2025	2024
	\$	\$
Net assets	12,143,654	13,009,967
Proportion of the Group's ownership	49%	49%
Group's share of net assets	5,950,390	6,374,884

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 6 GROUP STRUCTURE (cont'd)

### 6.2 INVESTMENTS IN JOINT VENTURES (cont'd)

The summarised financial information in respect of Credit Bureau (Cambodia) Co. Ltd. ("CBC"), being the joint venture of ECH, and included within the summarised financial statements of ECH, is set out below.

	2025	2024
	\$	\$
<b>Credit Bureau (Cambodia) Co. Ltd.</b>		
Current assets	24,359,949	25,815,085
Non-current assets	2,513,971	3,034,955
Current liabilities	(2,331,844)	(2,474,890)
Non-current liabilities	(26,400)	(176,476)
	<u>24,359,949</u>	<u>25,815,085</u>
Revenue	13,869,590	15,776,317
Other income	1,231,161	1,588,556
Operating expenses	(8,170,505)	(8,196,426)
Profit before tax	6,930,246	9,168,447
Income tax expense	(1,419,346)	(1,951,216)
Profit after tax, representing total comprehensive income	<u>5,510,900</u>	<u>7,217,231</u>
	<u>3,136,000</u>	<u>3,136,000</u>
Dividend income from CBC received by ECH	<u>3,136,000</u>	<u>3,136,000</u>

The above profit after tax include the following:

	2025	2024
	\$	\$
Depreciation and amortisation expense	(991,531)	(991,667)
Interest income	<u>1,231,161</u>	<u>1,588,556</u>

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 7 OTHERS

### 7.1 RELATED COMPANY AND RELATED PARTY TRANSACTIONS

The Company's ultimate controlling parties are Mr. Koo Chiang and Mr. Lim Wah Liang William. Related companies in these financial statements refer to members of the Group, while related parties refer to non-controlling shareholders, a joint venture, an associate and a company with common shareholders.

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

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

During the year, group entities entered into the following significant transactions with related parties:

	2025	2024
	\$	\$
Sales to non-controlling shareholders	(14,826,438)	(14,494,525)
Purchase of reports from non-controlling shareholders	1,781,012	1,757,618
Royalties payable to (receivable from):		
- Non-controlling shareholders	(80,239)	403,919
- Joint ventures	(490,574)	(562,766)
Maintenance and support services rendered to joint ventures	(160,334)	(162,931)
Software enhancement services rendered to a joint venture	(155,069)	(304,322)
Incentive receivable from a non-controlling shareholder	(197,455)	(201,554)
IT services rendered by shareholder of non-controlling shareholders	122,655	114,199

#### ***Compensation of directors and key management personnel***

The remuneration of directors and key management personnel during the year was as follows:

	Group	
	2025	2024
	\$	\$
Short-term employee benefits	2,531,614	2,221,382
Post-employment benefits	70,960	76,623
	<u>2,602,574</u>	<u>2,298,005</u>

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 7 OTHERS

### 7.2 COMMITMENTS

	Group	
	2025	2024
	\$	\$
Capital contribution for investment in a joint venture	228,730	237,525
Acquisition of property, plant and equipment	176,985	-
Acquisition of intangible asset	109,197	-
	<u>514,912</u>	<u>237,525</u>

### 7.3 OPERATING LEASE ARRANGEMENTS

At 31 December 2025 and 2024, the Group is not committed to material short-term leases.

### 7.4 EVENTS AFTER THE REPORTING PERIOD

#### Capital Reduction and Proposed Cash Distribution

On 12 November 2025, the Company announced its intention to undertake a capital reduction exercise (the "Capital Reduction") to return surplus capital to shareholders. The Capital Reduction will be effected by way of a cash distribution of \$0.09 for each Share held by shareholders (the "Cash Distribution").

The proposed Capital Reduction is subject to shareholders' approval at the forthcoming annual general meeting. Accordingly, the proposed Cash Distribution has not been recognised as a liability in these financial statements.

The Company's share transfer books and register of members will be closed on a record date to be determined by the Board, for the purpose of determining shareholders' entitlements to the proposed Cash Distribution.

Based on the issued and paid-up share capital of \$35,051,183, comprising 229,679,700 Shares (excluding treasury shares) as at 31 December 2025, the aggregate Cash Distribution is expected to amount to approximately \$20,671,173. The Cash Distribution will be paid to shareholders upon completion of the Capital Reduction.

### 7.5 STANDARDS ISSUED BUT NOT EFFECTIVE

At the date of authorisation of these financial statements, the following SFRS(I)s pronouncements that are relevant to the Group were issued but not yet effective:

#### Effective for annual period beginning on or after 1 January 2026

- Amendments to SFRS(I) 9 and SFRS(I) 7: *Amendments to the Classification and Measurement of Financial Instruments*
- Annual Improvements to SFRS(I)s-Volume 11

# NOTES TO FINANCIAL STATEMENTS

31 DECEMBER 2025

## 7 OTHERS (cont'd)

### 7.5 STANDARDS ISSUED BUT NOT EFFECTIVE (cont'd)

Effective for annual period beginning on or after 1 January 2027

- SFRS(I) 18: *Presentation and Disclosure in Financial Statements*
- SFRS(I) 19: *Subsidiaries without Public Accountability: Disclosures*

Management anticipates that the adoption of the amendments to SFRS(I)s in future periods will not have a material impact on the financial statements of the Group and the Company in the period of their initial adoption, except for the following:

#### **SFRS(I) 18 *Presentation and Disclosures in Financial Statements***

SFRS(I) 18 replaces SFRS(I) 1-1, carrying forward many of the requirements in SFRS(I) 1-1 unchanged and complementing them with new requirements. In addition, some SFRS(I) 1-1 paragraphs have been moved to SFRS(I) 1-8 and SFRS(I) 7. Furthermore, minor amendments to SFRS(I) 1-7 and SFRS(I) 1-33 *Earnings per Share* have been made.

SFRS(I) 18 introduces new requirements to:

- present specified categories and defined subtotals in the statement of profit or loss;
- provide disclosures on management-defined performance measures (MPMs) in the notes to the financial statements;
- improve aggregation and disaggregation presented in the financial statements and disclosed in the notes.

The Group and the Company are required to apply SFRS(I) 18 for annual reporting periods beginning on or after 1 January 2027, with earlier application permitted. The amendments to SFRS(I) 1-7 and SFRS(I) 1-33, as well as the revised SFRS(I) 1-8 and SFRS(I) 7, become effective when the Group and the Company apply SFRS(I) 18. SFRS(I) 18 requires retrospective application with specific transition provisions. Management is in the process of assessing the impact of the new standard on the consolidated financial statements of the Group and financial statements of the Company.

# SHAREHOLDING STATISTICS

AS AT 10 MARCH 2026

Number of issued and paid-up shares excluding treasury shares and subsidiary holdings	:	229,590,000
Class of share	:	Ordinary shares fully paid
Voting rights	:	One vote for each ordinary share
Number and percentage of treasury shares and subsidiary holdings held	:	800,000 (0.3%)

## DISTRIBUTION OF SHAREHOLDERS BY SIZE OF SHAREHOLDINGS AS AT 10 MARCH 2026

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 – 99	0	0.00	0	0.00
100 – 1,000	279	25.76	238,300	0.10
1,001 – 10,000	630	58.17	2,732,100	1.19
10,001 – 1,000,000	163	15.05	9,646,450	4.20
1,000,001 AND ABOVE	11	1.02	216,973,150	94.51
<b>TOTAL</b>	<b>1,083</b>	<b>100.00</b>	<b>229,590,000</b>	<b>100.00</b>

Note: Percentage computed is based on 229,590,000 shares (excluding shares held as treasury shares)  
Treasury shares as at 10 March 2026 are 800,000 shares

## TWENTY LARGEST SHAREHOLDERS AS AT 10 MARCH 2026

NO.	SHAREHOLDER'S NAME	NO OF SHARES	%
1	CITIBANK NOMINEES SINGAPORE PTE LTD	164,037,700	71.45
2	LIM WAH LIANG WILLIAM	14,239,000	6.20
3	HSBC (SINGAPORE) NOMINEES PTE LTD	7,946,300	3.46
4	CGS INTERNATIONAL SECURITIES SINGAPORE PTE. LTD.	7,766,750	3.38
5	DBSN SERVICES PTE LTD	7,243,900	3.16
6	ABN AMRO CLEARING BANK N.V.	6,612,300	2.88
7	DBS NOMINEES PTE LTD	2,160,200	0.94
8	RAFFLES NOMINEES (PTE) LIMITED	2,121,200	0.92
9	PHILLIP SECURITIES PTE LTD	1,750,700	0.76
10	MOH SWEE YONG	1,585,000	0.69
11	MAYBANK SECURITIES PTE. LTD.	1,510,100	0.66
12	UOB KAY HIAN PTE LTD	869,200	0.38
13	GISELLE LIM YI QI	613,550	0.27
14	IFAST FINANCIAL PTE LTD	526,900	0.23
15	HOHL THOMAS OR SUSAN WEE POH LANG	400,000	0.17
16	CHO YU-WANG (ZHUO YOUWANG)	380,000	0.17
17	UNITED OVERSEAS BANK NOMINEES PTE LTD	329,900	0.14
18	TIGER BROKERS (SINGAPORE) PTE. LTD.	325,200	0.14
19	OCBC NOMINEES SINGAPORE PTE LTD	317,100	0.14
20	KOO CHIANG	277,300	0.12
	<b>TOTAL</b>	<b>221,012,300</b>	<b>96.26</b>

Note: Percentage computed is based on 229,590,000 shares (excluding shares held as treasury shares)  
Treasury shares as at 10 March 2026 are 800,000 shares

# SHAREHOLDING STATISTICS

AS AT 10 MARCH 2026

## SUBSTANTIAL SHAREHOLDERS AS PER REGISTER OF SUBSTANTIAL SHAREHOLDERS AS AT 10 MARCH 2026

Name	Direct Interest		Deemed Interest	
	No. of Shares	%	No. of Shares	%
Koo Chiang	147,663,939	64.3	-	-
Lim Wah Liang William	14,239,000	6.2	-	-
Natasha Koo	11,496,461	5.0	-	-

## SHARES HELD IN THE HANDS OF THE PUBLIC

To the best knowledge of the Company and based on the Shareholders' Information provided to the Company as at 10 March 2026, approximately 24.4% of the issued and paid-up ordinary shares of the Company (excluding treasury shares and subsidiary holdings) are held in the hands of the public as defined in the Listing Manual of the Singapore Exchange Securities Trading Limited. Accordingly, the Company has complied with Rule 723 of the Listing Manual.

# ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Mr Koo Chiang and Mr Chua Kee Lock are the Directors seeking re-election at the forthcoming Annual General Meeting of the Company to be convened on 24 April 2026 ("AGM") (collectively, the "Retiring Directors" and each a "Retiring Director").

Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST, the following is the information relating to the Retiring Directors as set out in Appendix 7.4.1 to the Listing Manual of the SGX-ST:

	<b>Mr Koo Chiang</b>	<b>Mr Chua Kee Lock</b>
Date of Appointment	21 March 2019	16 November 2020
Date of last re-appointment	25 April 2024	25 April 2023
Age	62	64
Country of principal residence	Singapore	Singapore
The Board's comments on this appointment (including rationale, selection criteria, and the search and nomination process)	The Board of Directors of the Company has considered, among others, the recommendation of the Nominating Committee ("NC") and has reviewed and considered the qualifications, expertise, past experience, contribution and performance, and suitability of Mr Koo for re-appointment as Director of the Company. The Board have reviewed and concluded that Mr Koo possesses the experience, expertise, knowledge and skills to contribute towards the core competencies of the Board.	The Board of Directors of the Company has considered, among others, the recommendation of the Nominating Committee ("NC") and has reviewed and considered the qualifications, expertise, past experience, contribution and performance, and suitability of Mr Chua for re-appointment as Director of the Company. The Board have reviewed and concluded that Mr Chua possesses the experience, expertise, knowledge and skills to contribute towards the core competencies of the Board.
Whether appointment is executive, and if so, the area of responsibility.	Executive. Responsible for the Group's strategic direction and oversees the overall growth and performance of the Group.	Non-Executive.
Job Title (e.g. Lead ID, AC Chairman, AC Member, etc)	Executive Chairman and CEO.	Lead Independent Director, Chairman of Remuneration Committee as well as Member of the Audit Committee and Nominating Committee.
Professional qualifications	Degree from the Robert Schumann University of Music Dusseldorf, Germany.	Bachelor of Science (Mechanical Engineering) from the University of Wisconsin-Madison. Master of Science in Engineering from Stanford University.

## ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	<b>Mr Koo Chiang</b>	<b>Mr Chua Kee Lock</b>
Working experience and occupation(s) during the past 10 years	<p>Mar 2019 to Current: Executive Chairman and CEO Credit Bureau Asia Limited.</p> <p>Jan 2000 to Current: Executive Chairman of D&amp;B Singapore.</p>	Sept 2008 to Current : Group President & CEO Vertex Venture Holdings Ltd.
Shareholding interest in the listed issuer and its subsidiaries	147,663,939 ordinary shares of the Company.	100,000 ordinary shares of the Company
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	Koo Chiang is the father of Natasha Koo.	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
<b>Other Principal Commitments Including Directorships</b>		
Past (for the last 5 years)	No	<p>In Singapore:</p> <ul style="list-style-type: none"> <li>● Yong Mao Holdings Ltd</li> <li>● Vertex Technology Acquisition Corporation Ltd</li> </ul> <p>Outside Singapore:</p> <ul style="list-style-type: none"> <li>● Crescendo Investments Limited</li> <li>● SEA GP</li> <li>● Novadent Ltd</li> </ul>
Present	Credit Bureau Asia Limited Group of companies.	<p>Vertex Venture Holdings Ltd group of companies</p> <p>In Singapore:</p> <ul style="list-style-type: none"> <li>● Sunday Ins Holdings Pte Ltd</li> <li>● Venture Corporation Ltd</li> <li>● Vickers Capital Pte Ltd</li> <li>● VLC GP Pte Ltd</li> </ul> <p>Outside Singapore:</p> <ul style="list-style-type: none"> <li>● Global HC GP Ltd</li> <li>● Jiuding Dingcheng Limited</li> <li>● LAV One (Hong Kong) Co Limited</li> <li>● SEA GP</li> <li>● Novadent Ltd</li> </ul>

# ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	Mr Koo Chiang	Mr Chua Kee Lock
<p><b>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.</b></p>		
a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No
b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No
c) Whether there is any unsatisfied judgment against him?	No	No
d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No	No

## ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

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

## ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	Mr Koo Chiang	Mr Chua Kee Lock
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
<p>j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:-</p> <p>i. any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or</p> <p>ii. any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or</p> <p>iii. any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or</p> <p>iv. any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere</p> <p>in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?</p>	No	No

## ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

	Mr Koo Chiang	Mr Chua Kee Lock
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
<b>Disclosure applicable to the appointment of Director only</b>		
<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>	NA	NA



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