



Acma Ltd

ANNUAL
REPORT

2025

CORPORATE INFORMATION

Directors

Quek Sim Pin
Executive Chairman

Victor Levin
Non-Independent Non-Executive Director

Joseph Foo Chee Hoe
Lead Independent Director

Low Cheng Joo
Independent Director

Yap Ching Heng Andrew
Independent Director

Nominating Committee

Low Cheng Joo (Chairman)
Joseph Foo Chee Hoe
Yap Ching Heng Andrew

Remuneration Committee

Yap Ching Heng Andrew (Chairman)
Joseph Foo Chee Hoe
Low Cheng Joo

Audit and Risk Committee

Joseph Foo Chee Hoe (Chairman)
Low Cheng Joo
Yap Ching Heng Andrew

Share Registrar

Boardroom Corporate & Advisory Services Pte Ltd

Company Secretary

Keloth Raj Kumar

Registered Office

19 Jurong Port Road
Singapore 619093

Telephone No. 6268 7733

Facsimile No. 6265 5910

Company Registration No. : 196500233E

Independent Auditors

Forvis Mazars LLP
Public Accountants & Chartered Accountants
Partner in-charge: Lai Keng Wei
(From financial year ended 31 December 2023)

Principal Banker

United Overseas Bank Limited

CHAIRMAN'S STATEMENT

Dear Shareholders,

On behalf of your directors, I present to you the Annual Report for the financial year ended 31st December 2025.

Revenue

For the financial year ended 2025 (FY2025), revenue decreased by S\$1.5 million from S\$9.4 million in FY2024 to S\$7.9 million. The decrease was mainly due to the reduction in revenue of the Group's Tooling and Communications, electronics and equipment distribution businesses.

Cost and Expenses

(a) Raw Materials and Consumables Used

In FY2025, Raw material and consumables used (net of changes in inventories) decreased by S\$1.4 million from S\$6.1 million in FY2024 to S\$4.7 million. The decrease was consistent with the decrease in revenue reported in FY2025.

(b) Finance Costs

In FY2025, Finance costs decreased by S\$0.4 million from S\$0.5 million in FY2024 to S\$0.1 million. The decrease was mainly due to lower bank borrowings in FY2025 relative to FY2024.

(c) Other Operating Expenses

Other operating expenses increased by S\$0.1 million from S\$0.9 million in FY2024 to S\$1.0 million. The increase for FY2025 was mainly attributed to a write-back of over-provision of relocation costs of S\$0.2 million in FY2024.

Income Tax Expense

The Group's income tax expense amounted to S\$0.007 million (FY2024: S\$0.035 million).

Loss For The Year From Continuing Operations

The Group recorded an after-tax loss for the year of S\$1.5 million (FY2024: S\$0.7 million loss).

Profit From Discontinued Operations

The Group reported an after-tax profit from Discontinued operations of S\$Nil for FY2025 (FY2024: S\$1.5 million profit).

(Loss)/Profit For The Year

The Group recorded an after-tax loss for the year of S\$1.5 million (FY2024: S\$0.8 million profit).

Statement of Financial Position

- (a) Property, plant and equipment decreased by S\$0.1 million from S\$0.7 million at 31 December 2024 to S\$0.6 million at 31 December 2025. The decrease was due mainly to depreciation charge of S\$0.2 million and set-off by additions of S\$0.1 million.
- (b) Inventories increased by S\$1.1 million from S\$1.2 million at 31 December 2024 to S\$2.3 million at 31 December 2025. The increase was mainly due to inventories acquired to meet sales order requirements to be fulfilled in the first half of financial year ending 31 December 2026.

CHAIRMAN'S STATEMENT

- (c) Cash and bank balances decreased by S\$0.4 million from S\$2.0 million at 31 December 2024 to S\$1.6 million at 31 December 2025. Bank borrowings decreased by S\$0.4 million to S\$0.6 million at 31 December 2025 (31 December 2024: S\$1.0 million).
- (d) Trade and other receivables decreased by S\$2.6 million from S\$4.9 million at 31 December 2024 to S\$2.3 million at 31 December 2025. The decrease was mainly attributable to: -
 - (i) the decrease in trade receivables of approximately S\$0.4 million in line with the lower activity level in FY2025 compared to FY2024; and
 - (ii) the recovery during FY2025 of approximately S\$1.8 million in connection with the liquidation of Acot Tooling (Xiamen) Co., Ltd.
- (e) Contract liabilities from contracts with customers increased by S\$0.2 million from S\$0.5 million at 31 December 2024 to S\$0.7 million at 31 December 2025. The increase was due to increase in deposits received from customers.
- (f) Lease liabilities decreased by S\$0.1 million from S\$0.2 million at 31 December 2024 to S\$0.1 million at 31 December 2025. The net decrease was mainly due to the repayments made during the financial period.

Cash Flows and Working Capital

- (a) The Group had positive net working capital as at 31 December 2025 of S\$0.8 million (31 December 2024: S\$2.2 million).
- (b) Cash and cash equivalents (net of bank overdrafts) increased to S\$1.6 million at 31 December 2025 from S\$1.5 million at 31 December 2024.

Prospects For 2026

The Group's business in FY2025 had been adversely affected by the global economic uncertainties arising as a result of the US tariffs. Whilst conditions continue to remain challenging, based on recent sales orders and enquiries received, management hopes to see an improvement to its operating results in 2026.

The Company completed a placement of 8,478,199 shares at S\$0.04 per share in January 2026. We continue to explore various alternatives to strengthen the Group's financial position as well as the acquisition of new businesses which may contribute to the Group's profitability.

Acknowledgement

On behalf of the Board, I would like to express my gratitude to our shareholders, customers, business partners and other stakeholders for their continuing support throughout the years.

I would also wish to take the opportunity to extend my appreciation to all my fellow Board members, management and staff for their hard work and commitment to contribute to the Group in these challenging times.

QUEK SIM PIN
Executive Chairman
30 March 2026

BOARD OF DIRECTORS

Quek Sim Pin

Executive Chairman

Date of first appointment as a director:

6 December 1989

Date of last re-election as a director:

29 April 2025

Academic & Professional Qualification (s):

- Bachelor of Business Administration (Honours) University of Singapore
- Associate of the Chartered Insurance Institute of London

Present Directorship in other listed companies:

- Nil

Other Principal Commitments:

- Lasvin Pte Ltd (Director)
- Evobios Asia Pte Ltd (Director)
- Agrimax Pte Ltd (Director)

Victor Levin

Non-Independent Non-Executive Director

Date of first appointment as a director:

29 October 2010

Date of last re-election as a director:

28 April 2025

Academic & Professional Qualification (s):

- A graduate of the Moscow Petroleum & Gas Industry Institute

Present Directorship in other listed companies:

- Nil

Other Principal Commitments:

- OOO "Melina" Moscow (Chairman & General Manager)
- Ruslink Pte Ltd (Executive Chairman)

Joseph Foo Chee Hoe

Lead Independent Director

Date of first appointment as a director:

6 August 2020

Date of last re-election as a director:

28 April 2023

Academic & Professional Qualification (s):

- Fellow of the Association of Chartered Certified Accountants, United Kingdom

Present Directorship in other listed companies:

- Nil

Other Principal Commitments:

- Ceraflo Pte Ltd (Director)
- Oilfield Technical Services Pte Ltd (Alternate Director)
- Ultrapure Private Limited (Director)

Low Cheng Joo

Independent Director

Date of first appointment as a director:

29 April 2024

Date of last re-election as a director:

18 June 2024

Academic & Professional Qualification (s):

- Diploma – Production Engineering (Singapore Polytechnic)
- Diploma – Australian Insurance Institute
- MBA Strategic Marketing, University of Hull
- Certified Financial Planner – American Board of Standards
- Chartered Financial Consultant – American College
- Chartered Life Underwriter – American College

Present Directorship in other listed companies:

- Nil

Other Principal Commitments:

- Nil

Yap Ching Heng Andrew

Independent Director

Date of first appointment as a director:

29 April 2024

Date of last re-election as a director:

18 June 2024

Academic & Professional Qualification (s):

- Member – Association of Chartered Certified Accountants, United Kingdom
- Member – Institute of Singapore Chartered Accountants
- Member – Institute for the Management of Information Systems
- Master of Business Administration (Heriott-Watt University)

Present Directorship in other listed companies:

- Nil

Other Principal Commitments:

- Consultant to Small Medium Enterprises (SMEs)

SUPPLEMENTAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

AT THE 2025 AGM ON 27TH APRIL 2026

[PURSUANT TO SGX-ST LISTING MANUAL – RULE 720(6) AND APPENDIX 7.4.1.]

Name of Director	JOSEPH FOO CHEE HOE	LOW CHENG JOO
Date of Appointment	6 August 2020	29 April 2024
Date of last re-appointment (if applicable)	28 April 2023	14 June 2024
Age	72	71
Country of principal residence	Singapore	Singapore
The Board's comments on this appointment (including rationale, selection criteria, and the search and nomination process)	Mr Foo has experience in finance which will enhance board deliberations.	Mr Low has experience in finance which will enhance board deliberations.
Whether appointment is executive, and if so, the area of responsibility	Non-Executive Independent Director	Non-Executive Independent Director
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Lead Independent Director Chairman of: - Audit and Risk Committee Member of: - Nominating Committee, and - Remuneration Committee.	Chairman of: - Nominating Committee Member of: - Audit and Risk Committee, and - Remuneration Committee.
Professional qualifications	Fellow of the Association of Chartered Certified Accountants, United Kingdom	<ul style="list-style-type: none"> • Diploma – Production Engineering (Singapore Polytechnic) • Diploma – Australian Insurance Institute • MBA Strategic Marketing, University of Hull • Certified Financial Planner – American Board of Standards • Chartered Financial Consultant – American College • Chartered Life Underwriter – American College
Working experience and occupation(s) during the past 10 years	Director-Ceraflo Pte Ltd (2013-current)	Financial Services Director – AIA Singapore Private Limited (1990-current)
Shareholding interest in the listed issuer and its subsidiaries	Yes	Yes
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	No	No

SUPPLEMENTAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

AT THE 2025 AGM ON 27TH APRIL 2026

[PURSUANT TO SGX-ST LISTING MANUAL – RULE 720(6) AND APPENDIX 7.4.1.]

Name of Director	JOSEPH FOO CHEE HOE	LOW CHENG JOO
Conflict of interest (including any competing business)	No	No
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes
Other Principal Commitments¹ including Directorships		
– Past (for the last 5 years)	Nil	Financial Services Director – AIA Singapore Private Limited
– Present	Ceraflo Pte Ltd – Director Oilfield Technical Services Pte Ltd - Alternate Director Ultrapure Private Limited - Director	Financial Services Director – AIA Singapore Private Limited
Information required		
Disclose the following matters concerning an appointment of director, chief executive officer, chief financial officer, chief operating officer, general manager or other officer of equivalent rank. If the answer to any question is “yes”, full details must be given.		
(a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him/her or against a partnership of which he/she was a partner at the time when he/she was a partner or at any time within 2 years from the date he/she 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/ she was a director or an equivalent person or a key executive, at the time when he/ she 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/ she 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/her?	No	No

SUPPLEMENTAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

AT THE 2025 AGM ON 27TH APRIL 2026

[PURSUANT TO SGX-ST LISTING MANUAL – RULE 720(6) AND APPENDIX 7.4.1.]

Name of Director	JOSEPH FOO CHEE HOE	LOW CHENG JOO
(d) Whether he/she 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/ she is aware) for such purpose?	No	No
(e) Whether he/she 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/ she is aware) for such breach?	No	No
(f) Whether at any time during the last 10 years, judgment has been entered against him/her 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/her part, or he/she has been the subject of any civil proceedings (including any pending civil proceedings of which he/she is aware) involving an allegation of fraud, misrepresentation or dishonesty on his/her part?	No	No
(g) Whether he/she 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/she 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

SUPPLEMENTAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

AT THE 2025 AGM ON 27TH APRIL 2026

[PURSUANT TO SGX-ST LISTING MANUAL – RULE 720(6) AND APPENDIX 7.4.1.]

Name of Director	JOSEPH FOO CHEE HOE	LOW CHENG JOO
(i) Whether he/she has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him/her from engaging in any type of business practice or activity?	No	No
(j) Whether he/she has ever, to his/her knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:		
(i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	No	No
(ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	No	No
(iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No	No
(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, in connection with any matter occurring or arising during that period when he/she was so concerned with the entity or business trust?	No	No
(k) Whether he/she 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

KEY MANAGEMENT

Rai Rajen

Chief Operating Officer

Mr Rai is a fellow of the Association of Chartered Certified Accountants, United Kingdom and a Certified Public Accountant of Singapore. He has been with the Lityan group since 1984 and was the Finance Director of Acma Ltd. from 1989 to 1995. He is also on the board of directors of various companies in the Group.

Chou Kong Seng

Chief Financial Officer

Mr Chou qualified as a Chartered Accountant in the United Kingdom and was a Certified Public Accountant of Singapore. He has been with the Group since 1994. He is on the board of directors of various companies in the Group. Prior to joining the Group, he was a senior manager with an international public accounting firm in Singapore.

CORPORATE GOVERNANCE REPORT

This report describes Acma Ltd.'s corporate governance practices which are in essence in line with the principles and provisions of the Code of Corporate Governance 2018 ("the Code"). The Company is committed to maintaining a high standard of corporate governance, transparency and disclosure of material information.

The Board of directors is responsible for the corporate governance of the Company and its subsidiaries. The directors of the Company have a duty to act honestly, transparently, diligently, independently and in the best interests of all shareholders, in order to enhance shareholders' interests. The major processes by which the directors meet their duties are described in this report.

The Company has complied with the principles and provisions as set out in the Code and the disclosure guide developed by the Singapore Exchange Securities Trading Limited ("the SGX-ST") where applicable. Where there are deviations from the Code, appropriate explanations have been provided.

(I) BOARD MATTERS

THE BOARD'S CONDUCT OF AFFAIRS

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

As at the date of this report, the Board comprises the following members:

Quek Sim Pin	(Executive Chairman)
Victor Levin	(Non-Independent Non-Executive Director)
Joseph Foo Chee Hoe	(Lead Independent Director)
Low Cheng Joo	(Independent Director)
Yap Ching Heng Andrew	(Independent Director)

Provision 1.1: Principal Duties of the Board

The Board supervises the management of the business and affairs of the Group. It has established self-regulatory and monitoring mechanisms to ensure that effective corporate governance is practiced.

Directors are fiduciaries who act objectively in the best interests of the company and hold Management accountable for performance. The Board has put in place a code of conduct and ethics to set the appropriate tone from the top for the Group in respects of ethics, values and organizational culture and ensure proper accountability within the Group. Pursuant to the code of conduct and ethics, Directors facing conflicts of interest recuse themselves from discussions and decisions involving the issues of conflict.

The Board's responsibilities include: -

- providing entrepreneurial leadership, setting strategic direction and overall corporate policies of the Group including appropriate focus on value creation, innovation and sustainability;
- approval of major funding proposals, investments and divestment proposals, and ensuring that the necessary resources are in place for the Group to meet its strategic objectives;

CORPORATE GOVERNANCE REPORT

- establishing and maintaining a sound risk management framework to effectively monitor and manage risks, and internal controls in achieving an appropriate balance between risks and company performance;
- reviewing and where appropriate, constructively challenging Management's performance;
- encouraging an ethical corporate culture and ensuring that the Group's values, standards, policies and practices are consistent with the culture; and
- identifying key stakeholders, balancing the demands of the business with those of the key stakeholders and ensuring transparency and accountability to key stakeholders.

Provision 1.2: Board Orientation and Training

Upon appointment, each new director is given a letter of appointment and is informed of his duties and obligations. Newly appointed directors are given an orientation on the Group's business strategies and operations, its corporate governance practices as well as information on their duties as a director under Singapore law. Any newly appointed director who does not have prior experience as a director of an SGX-ST listed company will undergo mandatory training as required under rule 210(5)(a) of the Listing Manual of SGX-ST ("the Listing Manual") on the roles and responsibilities of a listed company director.

The Company is responsible for arranging and funding the training of directors. All directors are regularly updated with changes in the relevant laws and regulations to assist them in discharging their duties and responsibilities. Directors have opportunities for continuing education in various areas and are kept informed of relevant training courses or talks organized by external authorities or organizations.

Briefings and updates provided for directors in FY2025: -

- a) At Board and Audit and risk committee meetings, the external auditors and the Company Secretary briefed attendees on developments in financial reporting standards as well as new or revision in laws and regulations.
- b) The management updated the Board at each Board meeting on business and strategic developments of the various business segments of the Group.

Provision 1.3: Matters requiring Board approval

The Company has adopted internal guidelines setting forth matters that specifically require Board approval. They are listed below:

- a) announcement of half year and full year results and annual report;
- b) declaration of interim dividends and proposal of final dividends;
- c) convening of shareholders' meeting;
- d) authorisation of major acquisition and disposal of companies and investments;
- e) interested party transactions; and
- f) authorisation of major transactions.

Provision 1.4: Delegation by the Board

Board committees, namely the Audit and Risk Committee ("**AC**"), Nominating Committee ("**NC**") and Remuneration Committee ("**RC**"), have been constituted to assist the Board in the discharge of specific responsibilities. These committees review or make recommendations to the Board on matters within their specific terms of reference. More information on them is set out below. The Board accepts that while these

CORPORATE GOVERNANCE REPORT

Committees have the authority to examine particular issues and will report back to the Board with their decisions and recommendations, the ultimate responsibility for the final decision on all matters lies with the entire Board.

Provision 1.5: Board Meetings and Attendance

The Board meets on a regular basis to approve, among others, announcements of the Group's half and full year financial results. The dates of meetings of all the Board and Board Committee meetings, as well as the Annual General Meetings ("AGM"), are scheduled well in advance each year, in consultation of the Board. When physical meeting is not possible, timely communication with members of the Board can be achieved through electronics means. The Constitution of the Company provides for directors to conduct meetings by teleconferencing, videoconferencing, or other similar means of communication. The Board and Board Committees also make decisions through circulating resolutions.

The details of board meetings held in FY2025 as well as the attendance of each board member at those meetings and meetings of various board committees are disclosed below.

Name of Director	Board	Audit and Risk Committee	Nominating Committee	Remuneration Committee
Number of meetings held	2	2	1	1
Executive Director				
Quek Sim Pin	2	-	-	-
Non-Executive Directors:				
Non-Independent				
Victor Levin	2	2*	1*	1*
Independent				
Joseph Foo Chee Hoe	2	2	1	1
Low Cheng Joo	2	2	1	1
Yap Ching Heng Andrew	2	2	1	1

* Mr Victor Levin attended these meetings at the invitation of the respective Committees.

When a director has multiple board representations, the NC also considers whether or not the director is able to and has adequately carried out his duties as a director of the Company. The NC is satisfied that sufficient time and attention were given by the directors to the affairs of the Company during FY2025, notwithstanding that they hold directorships in other private companies and have other principal commitments, and will continue to do so in FY2026.

Provision 1.6: Access to Information

Directors are furnished regularly with information from Management about the Group as well as the relevant information relating to the business to be discussed at Board meetings. All directors have separate and independent access to the management team and Company Secretary, all Board and board committees' minutes and all approval and information papers. In between Board meetings, important matters concerning

CORPORATE GOVERNANCE REPORT

the Company are also put to the Board for its decision by way of circulating resolutions in writing for the Directors' approval together with supporting memoranda to enable the Directors to make informed decisions.

The Board receives the Group's half and full year financial results on a regular basis and explanations on material variances are also given prior to the meetings to enable them to understand and oversee the Group's operational and financial performance. Directors are also informed on a regular basis as and when there are any significant developments or events relating to the Group's business operations.

Provision 1.7: Access to Management, Company Secretary and External Advisers

All Directors have access to the Company's senior management, including Chief Executive Officer ("CEO"), Chief Financial Officer ("CFO") and other key management, as well as the Group's independent auditors. Wherever possible, the Directors are provided with Board papers prior to each Board meeting. Board papers provided are, amongst others, financial and corporation information, significant operational, financial and corporate issues, results and performance of the Company and of the Group, and management's proposals which require the approval of the Board. Queries by individual Directors on circulated paper are directed to management who will respond accordingly.

The Directors also have separate and independent access to the Company Secretary through e-mail, telephone and face-to-face meetings. The Company Secretary is responsible for, among other things, ensuring that the Board's procedures are observed and the Company's Constitution, relevant rules and regulations, including requirements of the Securities and Futures Act, Companies Act and SGX-ST Listing Manual are complied with. The Company Secretary attends all Board meetings and Board Committee meetings and records the proceedings and decisions of the Board and of the Board Committees. The Company Secretary ensures that the corporate secretarial aspects of procedures concerning the Board are duly complied. The appointment and the removal of the Company Secretary are subject to the Board's approval.

The Directors, whether as a full Board or in their individual capacity may seek independent professional advice, where necessary. The advisor so selected shall be approved by the Board and the cost of such professional advice will be at the Company's expense. There was no such requirement during the year under review.

BOARD COMPOSITION AND GUIDANCE

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

Provision 2.1, 2.2, 2.3 & 2.4:

The Board currently has five (5) members, comprising one (1) Executive Director and four (4) Non-Executive Directors, three of whom are independent.

The criterion for independence is based on the definition given in the Code. According to the Code, an independent director is one who is independent in conduct, character and judgment, and has no relationship with the company, its related corporations, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the director's independent business judgment in the best interests of the company. The NC has reviewed and is satisfied that the Board has an independent element that enables the Board to exercise objective judgement on corporate affairs independently from Management, and is of the view that no individual or small group of individual Directors dominate the Board's decision-making process.

The Chairman of the Board is not an independent director as he is also the chief executive officer of the Company. However independent directors make up a majority of the Board.

CORPORATE GOVERNANCE REPORT

The Board, through the NC, reviews on an ongoing basis, the structure, size and composition of the Board in order to evaluate the Board's effectiveness in carrying out its duties.

The Board, in concurrence with the NC, is of the view that given the scope and nature of the Group's operations, the present Board and Board Committees are of an appropriate size for the Company and comprise directors who as a group provide the appropriate balance and mix of skills, knowledge, experience so as to avoid groupthink and foster constructive debate.

The Company believes a diverse Board will bring a wider range of skills and experience, leading to constructive discussion and better decision making. In the Company's board diversity policy, emphasis is placed on having an effective blend of competencies, skills, experience and knowledge that will enable the Board to discharge its duties and responsibilities effectively and support good decision making. The Board is of the view that while it is important to promote diversity in terms of gender, age and ethnicity, criteria based on an effective blend of competencies, skills, experience and knowledge to strengthen the Board should remain a priority. For achieving an optimal Board, diversity targets may be reviewed and set from time to time to ensure their appropriateness.

Currently, the Board has not set any specific target for gender diversity but will include for consideration female candidates when identifying candidates to be appointed as new directors. Similarly, the Board has not set any specific target for ethnic and age diversity given that directors are selected based primarily on their skills, experience, knowledge and his/her ability to contribute to the Board.

The NC and the Board is of the view that the aims and target of the Company towards achieving board diversity has currently been met and sufficiently addressed, after taking into consideration in the various aforementioned aspects, and having considered the existing needs, direction and overall strategy of the Company. The NC and the Board recognize that Board Diversity matters are an ongoing process, and the Company will continuously monitor its diversity initiatives to ensure that it maintains its commitment to promoting Board Diversity.

The NC and the Board is cognizant of the guidance provided in Provision 2.4 and Practice Guidance 2 of the Code and believe that the practices implemented by the Company align with the principles outlined in Principle 2 of the Code and compliance with Rule 710A of the SGT-ST Listing Manual.

Provision 2.5: Regular Meetings of Non-executive Directors

The Non-Executive Directors of the Company, led by the Lead independent director or other independent director as appropriate, meet and communicate as and when the need arise without the presence of Management. The chairman of such meetings provides feedback to the Board and/or Executive Chairman as appropriate.

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.

Provision 3.1 & 3.2: Role of the Executive Chairman and CEO

Mr Quek Sim Pin ("Mr Quek"), currently assumes the roles of both Chairman and CEO of the Company. As Chairman, Mr Quek ensures that corporate information is adequately and timely disseminated to all directors to facilitate effective contribution of all directors. He promotes a culture of sound corporate governance as well as of openness and debate both within the Board and between the Board and management. He ensures that adequate time is allocated for discussion of all agenda items, in particular strategic issues, and bears responsibility for the workings of the Board.

As CEO, Mr Quek bears full executive responsibility for the overall management of the Company's businesses including charting its corporate and strategic direction.

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Taking into account the current corporate structure and the scope of the Company's operations, the roles of the Chairman and CEO are not separated. All major proposals and transactions are made in consultation with the Board which comprises independent and non-executive directors. The Board is of the view that there are sufficient safeguards and checks in place to ensure that the process of decision making by the Board is independent and based on collective decisions, without any individual or group of individuals exercising any considerable power and influence.

In accordance with Principle 2.2 of the Code, independent directors should make up a majority of the Board where the Chairman is not independent. In this regard, as the Chairman and CEO of the Company is the same person, at least half of the Board is comprised of independent directors.

Provision 3.3: Lead independent Director

As the Chairman (who is also the CEO) is not independent, the Board had appointed an independent director to serve as its Lead Independent Director. The Lead Independent Director provides leadership to the Board in situations where the Chairman is conflicted.

The Lead Independent Director is available to Shareholders where they have concerns and for which contact through the normal channels of communication with the Chairman or Management are inappropriate or inadequate.

BOARD MEMBERSHIP

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

Provision 4.1 & 4.2: Nominating Committee Composition and Role

The Nominating Committee comprises three non-executive directors, all of whom including the Chairman of the NC are independent directors. The Lead Independent Director is a member of the NC.

The key terms of reference of the NC are as follows:

- review the size and composition and diversity of the Board to ensure that the Board has an appropriate balance of expertise, skills, attributes and abilities among the directors;
- recommend to the Board the performance criteria and appraisal process to be used for the evaluation of individual directors as well as the effectiveness of the Board as a whole;
- review and assess on an annual basis whether or not a director is independent;
- review succession plans for directors and recommend all nominations for appointments to the Board;
- review and recommend to the Board for the re-nomination/re-election of Directors, having regard to each director's contribution and performance;
- review and make recommendations to the Board on training and professional development programmes for Board members; and
- ensure new directors are aware of their duties and obligations.

CORPORATE GOVERNANCE REPORT

Provision 4.3: Process for the Selection, Appointment and Re-appointment of Directors

The NC, when making recommendations for new appointments to the Board will consider the nominee's track record, experience, financial literacy, core competencies and ability to commit time and effort to carry out duties and responsibilities effectively. The NC considers various sources in seeking suitable candidates for new directors, including search companies or recommendations from, among others, Directors, business associates and advisors.

Pursuant to Article 93 of the Company's Constitution, one third of the Board are to retire from office by rotation and be subject to re-election at the Company's Annual General Meeting. Article 99 of the Company's Constitution requires newly appointed directors to submit themselves for re-election at the first annual general meeting following their appointment. After reviewing and considering the NC's recommendations, the Board would make the decision to propose the re-election of directors for shareholders' approval.

The NC has recommended the nomination for re-election of Mr Joseph Foo Chee Hoe and Mr Low Cheng Joo who are retiring by rotation at the forthcoming AGM pursuant to Article 93 of the Company's Constitution. They have offered themselves for re-election and the Board has accepted the recommendations of the NC.

Mr Joseph Foo Chee Hoe is the Lead Independent Director, Chairman of the Audit and Risk Committee and a member of the Nominating and Remuneration Committees whilst Mr Low Cheng Joo is an Independent Director, Chairman of the Nominating Committee and a member of the Audit and Risk as well as the Remuneration Committees of the Company. The NC is satisfied that Mr Joseph Foo Chee Hoe and Mr Low Cheng Joo are properly qualified for re-appointment as directors of the Company by virtue of their skills, experience and knowledge which will enhance Board deliberations.

All directors are required to declare their board representations. The NC has reviewed and is satisfied that the directors of the Company have adequately carried out their duties as directors of the Company.

Provision 4.4: Determination of Independency of a Director

The NC determines annually, and as when circumstances require, if a director is independent, having regard to the circumstances set forth in Provision 2.1. Directors disclose their relationships with the Company, its related corporations, its substantial shareholders or its officers, if any, which may affect their independence to the Board. All directors are also required to declare their directorships.

There were no independent directors who have any relationships with the Company, its related corporations, its substantial shareholders or its officers, which may affect their independence to the Board. The NC has reviewed and is satisfied with the independence of all the Company's independent directors.

Provision 4.5: Information on Listed Company Directorships and Principal Commitments of Directors

Information on listed company directorships and principal commitments of the Directors together with other relevant details are set out in Page 4 of this Annual Report.

CORPORATE GOVERNANCE REPORT

BOARD PERFORMANCE

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

Provision 5.1 & 5.2: Assessment of Board, Board committees and Directors

The NC is responsible for assessing the effectiveness of the Board, the Board committees and each individual director.

The NC has implemented an appraisal process that requires each director completing assessment checklists which are approved by the Board. The assessment checklists focus on a set of performance criteria which includes the evaluation of the size and composition of the Board, the Board's access to information and Board accountability. The performance criteria are not changed from year to year unless circumstances deem it necessary for any of the criteria to be changed. The findings of such evaluations were analysed and discussed with a view to identifying areas for improvement and implementing certain recommendations to further enhance the effectiveness of the Board.

In its evaluation of individual directors, the NC considers the expertise and experience of each Board member, their attendance, participation and contributions to the Board both inside and outside of Board meetings which can be in various forms, including Management's access to him for guidance or exchange of views outside the formal environment of the Board.

The NC having reviewed the overall performance of the Board as a whole, its Board committees as well as the performance of each individual director, is satisfied with their performance for the period under review. The Board and the NC did not engage any external facilitator for the conduct of the performance of the Board and Board committees.

(II) 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.

Provision 6.1.6.2, 6.3 & 6.4: Remuneration Committee Composition and Role

The RC's role is to review and advise the Board on an appropriate and competitive framework of remuneration for the Board and key management personnel of the Group and the specific remuneration packages for each Director and key management personnel.

The RC comprises three non-executive directors, all of whom including the Chairman of the RC are independent directors.

In developing remuneration policies, the RC takes into account remuneration, employment conditions and all aspects of remuneration, including termination terms, within the same industry and in comparable companies, as well as the Group's relative performance and the performance of individual directors and key management staff to ensure they are fair.

The RC's recommendations are submitted to the Board for endorsement. No director is involved in deciding his own remuneration.

The RC has access to external consultants for expert advice on executive compensation, if necessary. No external consultant was deemed necessary to be engaged during the financial year 2025.

CORPORATE GOVERNANCE REPORT

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.

Provision 7.1.7.2 & 7.3: Remuneration of Directors and Key Management Personnel

In setting remuneration packages for executive directors and key management personnel, the Company takes into account pay and employment conditions within the same industry and in comparable companies, as well as the Group's relative performance and the performance of executive directors and key management personnel.

The Company does not currently use any contractual provisions to reclaim incentive components of remuneration from executive directors and key management executives in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss to the Company.

The RC will consider at the appropriate time instituting such contractual provisions to reclaim the incentive components of the remuneration of the executive directors and key management personnel paid in prior years in such exceptional circumstances.

In setting remuneration packages, the RC ensures that: -

- the remuneration of non-executive directors is appropriate to the level of contribution, taking into account factors such as effort, time spent, and responsibilities;
- remuneration is appropriate to attract, retain and motivate the directors to provide good stewardship of the Company;
- independent directors are adequately but not overly compensated to the extent that their independence may be compromised; and
- remuneration is appropriate to attract, retain and motivate key management personnel to successfully manage the Company for the long term.

DISCLOSURE ON REMUNERATION

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

Provision 8.1.8.2 & 8.3: Remuneration of Directors and Key Management Personnel

Remuneration Criteria

The remuneration of the CEO and key management personnel is driven by a pay-for-performance philosophy and is made up two key components: a fixed pay component and a non-contractual variable bonus component. The variable bonus component is determined based on the Group's and the individual's performance.

In FY2025, the CEO and key management personnel did not have any contractual entitlement to profit sharing bonuses calculated as a percentage of profit from operations.

The CEO has a service contract which includes terms of termination under appropriate notice. The non-executive directors do not have service contracts with the Company. They are remunerated based on basic fees for serving on the Board and Board Committees as well as fees linked to attendance at meetings of the Board and Board committees.

CORPORATE GOVERNANCE REPORT

Directors' fees are recommended by the Board to shareholders for approval at the Company's Annual General Meeting.

Except for their fee, directors are not contractually entitled to any retirement and post-employment benefits. Key management personnel of the Company are not contractually entitled to any termination, retirement and post-employment benefits.

Disclosure of Remuneration

The level and mixed of each Director's remuneration for FY2025 are set out below:

Name	Percentage (%)			Total S\$'000
	Remuneration earned through			
	Base / Fixed salary	Bonuses and Benefits in kind	Director Fees / Attendance Fees	
Quek Sim Pin	85%	11%	4%	347
Victor Levin	-	-	100%	22
Joseph Foo Chee Hoe	-	-	100%	26
Low Cheng Joo	-	-	100%	22
Yap Ching Heng Andrew	-	-	100%	22
Total				439

The aggregate remuneration payable to directors for FY2025 amounted to S\$439,000 including fees of S\$104,000.

Remuneration of top 2 key management personnel (who are not Directors) for FY2025 are as set out below:

Number of employees

Below S\$250,000

2

The aggregate remuneration paid to the top 2 key management personnel for FY2025 amounted to S\$348,000.

The remuneration of the top 2 key management personnel (who are not Directors) is also disclosed within the remuneration band (below S\$250,000) and not on a named basis as recommended by the Code as the Board is of the opinion that full disclosure of such information would not be in the interest of the Company.

No employee of the Company and its subsidiaries was an immediate family member of a Director, CEO or a substantial shareholder of the Company, and whose remuneration exceeded S\$100,000 in FY2025. Except for Mr Quek Sim Pin, the Executive Chairman and CEO of the Company, there were no substantial shareholders who were employees of the Company.

The Board is of the view that the information on Directors' and key management personnel's remuneration disclosed in the Annual Report would be sufficient for shareholders to have an adequate understanding of the Company's remuneration policies and practice. The Board believes that the disclosure provided is in the best interest of the Company given the highly competitive business environment and allowing Directors and key management personnel to maintain some degree of personal confidentiality on remuneration matters.

CORPORATE GOVERNANCE REPORT

(III) ACCOUNTABILITY AND AUDIT

RISK MANAGEMENT AND INTERNAL CONTROLS

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

Provision 9.1: Oversight of Risk Management

The Board is responsible for providing a balanced and understandable assessment of the Company's performance and position, when providing interim and other price sensitive public reports on a periodic basis, and reports to regulators (if required).

Management is accountable to the Board and presents annual budgets, business plans and management accounts of the Group to the AC and Board for review. For the interim unaudited financial statements, the Board provides a negative assurance confirmation to shareholders in line with Rule 705(5).

The Board also take steps to ensure compliance with the law and other regulatory requirements as follows:

- a) regular updates on changes on legislative and regulatory requirements including requirements under the listing rules of the SGX-ST;
- b) consultations with professional advisors as appropriate;
- c) seeking feedback from the external auditors on their observations during the conduct of the audit process; and
- d) ensuring disclosure obligations are fulfilled by obtaining feedback from professional advisors and completion of the relevant disclosure checklists.

The Board recognises the importance of a sound system of internal controls and risk management practices for good corporate governance. The Board affirms its overall responsibility for the Group's systems of internal controls and risk management and for reviewing the adequacy and integrity of those systems on an annual basis.

Management regularly reviews 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.

On the matter of governance of risk, the Board has delegated this responsibility to the AC to oversee the Group's risk management framework and policies, and ensures Management maintains a sound risk management program and internal control measures.

The Group has put in place appropriate risk management policies and processes to evaluate the operating, investment and financial risks of the Group. In evaluating a new investment proposal or business opportunity, several factors will be considered before a decision is being taken. These factors, which are essentially designed to ensure that the rate of returns commensurate with the risk exposure taken, including but not limited to evaluation of the return on investment, the pay-back period, cash-flow generated from the operation, potential for growth and investment climate.

CORPORATE GOVERNANCE REPORT

The main areas of financial risk faced by the Group are liquidity risk, credit risk and foreign currency risk. Further details of the financial risks and how the Group manages them are set out in Notes 28 and 30 to the Financial Statements.

Provision 9.2: Assurance from CEO, CFO and Key Management Personnel

The Board has received in respect of FY2025, that: -

- (a) the assurance from the CEO and CFO that the Group's financial records have been properly maintained and the financial statements give a true and fair view of the Group's operations and finances; and
- (b) the assurance from the CEO and other key management personnel who are responsible, that the Group's risk management and internal control systems in place were adequate and effective.

The AC and the Board have considered the internal controls established and maintained by the Group, work performed by the external auditors in the course of their statutory audit (to the extent as required by them to form an audit opinion on the statutory financial statements), reviews performed by Management and various Board committees and the assurances received from the CEO, CFO and other key management persons who are responsible. Based on the aforesaid, the Board, with the concurrence of the AC, is of the opinion that the system of internal controls (including financial, operational, compliance and information technology controls) and risk management systems were adequate and effective to meet the Group's existing business objectives, having addressed the risks which the Group considers relevant and material to its operations. While the Board acknowledges its overall responsibility for the Group's systems of internal controls and risk management, it should be noted that such systems are designed to manage rather than to eliminate risks and therefore cannot provide absolute assurance in this regard, or absolute assurance against the occurrence of material errors or misstatements, poor judgment in decision-making, human errors, losses, fraud, non-compliance with all relevant legislation or other irregularities.

AUDIT AND RISK COMMITTEE

Principle 10: The Board has an Audit and Risk Committee ("AC") which discharges its duties objectively.

Provision 10.1: Duties of the Audit and Risk Committee

The AC assists the Board to maintain a high standard of corporate governance, particularly in the areas of effective financial reporting and the adequacy of internal control systems of the Group.

The responsibilities of AC include:

- review the significant financial reporting issues and judgments so as to ensure the integrity of the financial statements of the Group and any announcements relating to the Group's financial performance;
- review at least annually the adequacy and effectiveness of the Group's internal controls and risk management systems;
- review the assurance from the CEO and the CFO of the Group on the financial records and financial statements;
- make recommendations to the Board on the proposals to shareholders on (i) the appointment, re-appointment or removal of external auditors; and (ii) the remuneration and terms of engagement of the external auditors;

CORPORATE GOVERNANCE REPORT

- review the adequacy, effectiveness, independence, scope and results of the external audit and the company's internal audit function;
- review the policy and arrangements for concerns about possible improprieties in financial reporting or other matters to be raised, independently investigated and appropriately followed up on;
- oversight and monitoring of whistle-blowing policies and matters of the Group;
- review any interested person transactions in respect of Interested Person Transactions falling within the scope of Chapter 9 the Listing Manual of the SGX-ST;
- review any potential conflicts of interest; and
- undertake such other reviews and projects as may be requested by the Board and report to the Board its findings from time to time on matters arising and which warrant for AC's attention.

The AC is authorised to investigate any matters within its terms of reference and to have full access to the co-operation of the management and external auditors, Forvis Mazars LLP, for it to discharge its duties. It has the full authority and discretion to invite any director or executive officer to attend its meetings.

Appointment of External Auditors: -

The AC recommends to the Board the appointment, re-appointment and removal of external auditors, and approves the remuneration and terms of engagement of the external auditors.

The AC undertook a review of the independence and objectivity of the external auditors through discussions with the external auditors as well as reviewing the non-audit fees paid to them. The aggregate amounts of fees paid or payable to Forvis Mazars LLP, the external auditors of the Company, broken down into audit and non-audit services during FY2025 are as follows:

Audit fees	S\$ 110,000
Non-audit fees	S\$ -
Total	<u>S\$ 110,000</u>

As the external auditors, Forvis Mazars LLP did not provide any non-audit services to the Group during the financial year, the AC is satisfied with the independence and objectivity of the external auditors.

The AC has also considered and confirmed that Forvis Mazars LLP is a suitable audit firm to meet the Company's audit obligations, having regard to the adequacy of resources and experience of the firm and that Rule 712 and 715 of the SGX-ST Listing Manual have been complied with. The AC has also taken into account the Accounting and Corporate Regulatory Authority's (ACRA) Audit Quality Indicators Disclosure Framework relating to Forvis Mazars LLP at the firm level and on the audit engagement level. Consideration was also given to the experience of the engagement partner and key team members in handling the audit. The AC also considered the audit team's ability to work in a co-operative manner with the Management whilst maintaining integrity and objectivity as well as its ability to deliver their services professionally and within the agreed timelines. On the basis of the aforementioned, the AC is satisfied with the standard and quality of work performed by Forvis Mazars LLP. It has recommended to the Board their re-appointment as external auditors of the Company at the forthcoming Annual General Meeting.

CORPORATE GOVERNANCE REPORT

Whistle-blowing: -

The Company has put in place a whistle-blowing policy which sets out the procedures for employees and external parties to raise concerns or make a report on misconduct or wrongdoing relating to any entity in the Group or any of its officers and provisions for keeping the identity of the whistle-blower confidential and protection of the whistle-blower from reprisal as well as arrangements for independent investigations of such concerns or reports and for appropriate follow up actions to be taken. The existence of such policy has been communicated to the employees.

The policy establishes a confidential line of communication to report concerns about possible improprieties to the AC Chairman and ensures the independent investigation and follow up of reports made in good faith. The contact details of the AC Chairman have been made available to employees in the Group. The Company will treat all information received confidentially and protect the identity of whistle-blowers. Moreover, the Company is committed to ensuring protection of whistle-blowers who have acted in good faith against reprisal and detrimental or unfair treatment.

As at the date of this Annual Report, there are no reports received through the whistle-blowing channel.

Provision 10.2 & 10.3: Audit and Risk Committee Composition

The AC comprises three non-executive directors, all of whom are independent directors. At least two members, including the AC Chairman, have relevant accounting or related financial management expertise or experience to discharge the AC's responsibilities.

The AC does not comprise any former partners or directors of the Company's existing auditors.

Provision 10.4 Internal Audit

Listing Rule 719(3) requires an issuer to establish and maintain on an ongoing basis, an effective internal audit function that is adequately resourced and independent of the activities it audits. In addition, Listing Rule 1207(10c) requires the Audit and Risk Committee to comment on "whether the internal audit function is independent, effective and adequately resourced.

The Board has deliberated and agreed that the size of the current business and operations of the Group does not warrant the Group having an in-house internal audit function or to appoint internal auditors. Currently, the accounting team from the corporate office conduct internal audit on significant companies and report directly to its audit and risk committee if required.

Though the Company has not maintained a formal internal audit function or appointed internal auditors, the Group has carried out the oversight of these operations through: -

- the continuous periodic review of the operations by senior head office managers and the Group finance department (all of whom are independent of the operating subsidiaries);
- the inclusion of head office managers as directors on the boards of the operating subsidiaries for additional oversight;
- the inclusion of head office managers as counter signatories for major bank accounts of the operating subsidiaries;
- the employment of independent consultants where appropriate to assist in continuous review of management figures of certain key subsidiaries;
- conduct of internal audit on operating companies by the corporate finance team members on significant companies (the corporate finance team is independent of the operating companies which they audit);

CORPORATE GOVERNANCE REPORT

- regular reviews by head office managers on the Group's businesses and operational activities through discussions with operating management, to identify significant business risks as well as to introducing appropriate measures to control and mitigate these risks; and
- discussions with the external auditors on their observations and findings during the conduct of their audit, in particular in relation to the internal controls of the operating companies.

Though the Company did not have a formal internal audit function or outsourced its internal audit function, the Company and the AC is of the view that the aforesaid taken as a whole, meets the requirement of Listing Rule 719 (3) for the Company to have on an ongoing basis, an effective internal audit function.

As part of the annual statutory audit of the financial statements, the external auditors also report to the AC on any material weaknesses in the Group's internal controls and provide recommendation on other significant matters which have come to their attention during the course of the audit.

The Group reviews annually the requirements to its needs in relation to an internal audit function and will consider outsourcing its internal audit function to a firm of professional accountants at an appropriate time. The hiring, removal, evaluation and compensation of the professional firm to which the internal audit function is to be outsourced, shall be at subject to the approval of the AC. The internal auditors will report directly to the AC and shall have unfettered access to all the Company's documents, records and personnel.

Provision 10.5: Meeting with external auditors

The AC has met with the external auditors without the presence of Management at least annually.

(IV) SHAREHOLDER RIGHTS AND ENGAGEMENT

SHAREHOLDER RIGHTS AND CONDUCT OF GENERAL MEETINGS

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

Provision 11.1 & 11.3: General Meetings

The Company supports the Code's principle to encourage communication with and participation by shareholders. Shareholders are informed of general meetings, annual reports, sustainability reports and circulars via SGXNET and the Company's website at <https://www.acmald.com>.

All shareholders are encouraged to attend the AGM to ensure a greater level of shareholder participation. To facilitate participation by shareholders, the Constitution of the Company allows the shareholders to attend and vote at general meetings of the Company or by proxies. A shareholder is entitled to appoint not more than two proxies to attend, speak and vote, at general meetings in their absence.

The Board and management are present at general meetings to address questions and views expressed by shareholders. The external auditors are also present at the AGM to address shareholders' queries about the conduct of audit and the content of the auditors' report. All directors attended the last AGM held on 29 April 2025.

All shareholders of the Company receive the Annual Report or circular (either through online access at the Company's website or alternatively by written request for printed copies), notices of general meetings and proxy forms. The notices are, when required, also advertised in newspapers and via announcement on SGXNET. They are instead uploaded on the SGX website at <https://www.sgx.com/securities/company-announcements> and the Company's website at <https://www.acmald.com>.

CORPORATE GOVERNANCE REPORT

Provision 11.2 & 11.4: Voting at General Meetings

Every matter requiring shareholders' approval is proposed as a separate resolution. Each item of special business included in the notice of meeting is accompanied where appropriate by an explanation for the proposed resolution.

Voting of all of resolutions in general meetings are conducted by poll and the detailed voting results, including the total number of votes cast for and against each resolution tabled, are announced at the general meeting and via SGX-ST's website.

Provision 11.5: Minutes of General Meetings

The Company Secretary prepares minutes of general meetings which include substantial comments or queries from shareholders and responses from the Board and Management. These minutes are made available to shareholders upon written request. The Company releases minutes of all general meeting via SGXNET and on its corporate website (<https://www.acmaltld.com>) as soon as practicable. The Company had published the minutes of the annual general meetings held on 29 April 2025 within one month from the conclusion of the meeting on 16 May 2025.

Provision 11.6: Dividend Policy

The Company has not formally instituted a dividend policy. However pursuant to Rule 704(24) of the Singapore Exchange Listing Rules, in the event that the Board does not declare or recommend a dividend, the Company expressly disclose the reason for the decision together with the announcement of its financial results.

In proposing any dividend payout and/or determining the form, frequency and/or the amount of such dividend payout, the Board will take into account, inter alia, the Group's financial position, retained earnings, results of operation and cash flow, the Group's working capital requirements, general economic conditions and other internal or external factors that may have an impact on the business or financial performance of the Group.

The Board has not recommended any dividend for FY2025 as the Group has not been profitable after income tax for the year and has accumulated losses.

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.

Provision 12.1,12.2 & 12.3: Shareholder Communication and Investor Relations

The Company endeavors to communicate regularly, effectively and fairly with shareholders. In line with the continuous disclosure obligations under the relevant rules, the Board ensures that shareholders are treated equitably and are promptly informed of all major developments that may have a material impact on the Group in a timely manner. Information is released to shareholders on a timely basis through SGXNET as well as the Company's corporate website at <https://www.acmaltld.com>.

Apart from the SGXNET announcements and its annual report, the Company may release press releases or organize media/analyst briefings to keep shareholders informed of corporate developments. Shareholders can provide feedback to the Company via the electronic mail address, the registered address or calls.

General meetings are currently the principal forum for the Board's dialogue and interaction with shareholders. Shareholders are encouraged to participate during the general meetings, to engage the Board and management on the Group's business activities, performance and other business-related matters.

CORPORATE GOVERNANCE REPORT

For the forthcoming AGM, shareholders may submit their questions relating to the resolutions set out in the notice of AGM in advance or at the AGM. All substantive and relevant questions submitted by shareholders in advance of the AGM will be addressed and published via SGXNet and on the Company's website 48 hours before the deadline for submission of proxy forms. The detailed information on the submission of questions has been set out in the notice of AGM.

(V) MANAGING STAKEHOLDER RELATIONSHIP

ENGAGEMENT WITH STAKEHOLDERS

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

The Company has arrangements in place to identify and engage with its material stakeholder groups and to manage its relationship with such groups. Stakeholder relations are important to the sustainable growth of the Company's businesses and therefore the Company seeks to maintain an open and transparent dialogue with its material stakeholders.

The Group has identified stakeholders as those who are impacted by the Group's business and operations as well as those who have a material impact on the Group's business and operations. Six stakeholder groups have been identified through an assessment of their significance to the Group's business operations. They are namely customers, employees, suppliers, regulators, investors and communities.

The Company continuously engages with various material stakeholder groups through various medium and channels to ensure that the business interests are aligned with those of the stakeholders, to understand and address their concerns so as to improve the services and products' standards, as well as to sustain business operations for long term growth.

Further information on how the Company identifies and engages the stakeholders and approach to material topics will be detailed in the Sustainability Report 2025 which will be published by 30 April 2026.

The Company maintains a current corporate website (<https://www.acmaltd.com>) to communicate and engage with stakeholders. The website is updated regularly, contains various information on the Group and the Company which serve as an important resource for all the stakeholders. It has dedicated "Investor Relations" link which features the latest and past annual reports, financial results and related information.

CORPORATE GOVERNANCE REPORT

DEALING IN SECURITIES

Listing Manual-Rule 1207(19)

Pursuant to Rule 1207(19) of the SGX-ST Listing Manual regarding compliance with best practices in respect of dealings in securities, the Group has adopted an internal code which prohibits all officers of the Group and their connected persons from dealing in the Company's shares during the "black-out" period commencing one month immediately preceding the announcement of the Company's half-yearly and full year financial statements (if the Company does not announce quarterly financial statements), or if they are in possession of unpublished price-sensitive information of the Group.

In addition, all officers of the Group are required to observe the insider trading laws at all times even when engaging in dealings in securities within the permitted periods. Specific enquiry has been made of all the Directors and the Directors have confirmed that they have complied with the Company's internal code throughout FY2025. Directors and key management personnel of the Group are also discouraged from dealing in the Company's shares on short-term considerations.

INTERESTED PERSON TRANSACTIONS

Listing Manual-Mainboard Rule Chapter 9

The Company has established procedures to ensure that all transactions with interested persons are reported in a timely manner to the AC and that the transactions are carried out at arm's length and on normal commercial terms and will not be prejudicial to the interests of the Company and its shareholders. The Company does not have an Interested Person Transactions Mandate.

There were no interested person transactions conducted in FY2025 which exceeds S\$100,000 in value.

MATERIAL CONTRACTS AND LOANS

Listing Manual-Rule 1207(8)

Pursuant to Listing Manual Rule 1207(8), the Company confirmed that except as disclosed in the Directors' Statement and Financial Statements of this Annual Report, there were no other material contracts and loans of the Company and its subsidiaries involving the interests of any Director or controlling shareholder of the Company, either still subsisting at the end of FY2025 or if not then subsisting, which were entered into since the end of the previous financial year.

SUSTAINABILITY REPORTING

The Board is mindful of its responsibility to ensure sustainability of the Group's business and have always considered sustainability issues in its formulation of the Group's business strategies. It has identified the material environmental, social and governance factors to the Group and will continue to oversee the management and governance of these factors.

In accordance with Practice Note 7.6 of the Sustainability Reporting Guide issued by the Singapore Exchange Securities Trading Ltd, the next sustainability report of the Group will be made available by 30 April 2026.

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DIRECTORS' STATEMENT

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

1. Opinion of directors

In the opinion of the directors,

- (a) the consolidated financial statements of the Group and the statement of financial position and statement of changes in equity of the Company are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and of the financial performance, changes in equity and cash flows of the Group and the changes in equity of the Company for the year ended; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

2. Directors

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

Quek Sim Pin	Executive Chairman
Victor Levin	Non-Independent Non-Executive Director
Joseph Foo Chee Hoe	Lead Independent Director
Low Cheng Joo	Independent Director
Yap Ching Heng Andrew	Independent Director

3. Arrangements to enable directors to acquire shares and debentures

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects were, or one of whose objects was, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate, except as disclosed in paragraphs 4 and 5 below.

4. Directors' interests in shares or debentures

The directors of the Company holding office at the end of financial year had no interest in the share capital and debentures of the Company and related corporations (other than wholly owned subsidiaries), as recorded in the Register of Directors' Shareholdings kept by the Company under Section 164 of the Singapore Companies Act 1967 (the "Act"), except as disclosed below:

Name of directors and respective company in which interest are held	Direct interest		Deemed interest	
	At 1/1/2025	At 31/12/2025	At 1/1/2025	At 31/12/2025
Acma Ltd.				
No. of ordinary shares				
Quek Sim Pin	5,816,771	5,816,771	1,424,462	1,424,462
Victor Levin	-	3,420,396	7,237,128	2,682,673
Joseph Foo Chee Hoe	-	-	55,000	55,000

There was no change in any of the above-mentioned interests between the end of the financial year and 21 January 2026.

DIRECTORS' STATEMENT

5. Share options

There were no share options granted by the Company or its subsidiaries during the financial year.

There were no shares issued during the financial year by virtue of the exercise of options to take up unissued shares of the Company or its subsidiaries.

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

6. Audit and risk committee

The audit and risk committee of the Company comprises three members, all of whom are Independent Directors and at the date of this statement are:

Joseph Foo Chee Hoe (Chairman)
Low Cheng Joo
Yap Ching Heng Andrew

The audit and risk committee has convened two meetings during the year with key management and the external auditors of the Company.

The audit and risk committee carried out its functions in accordance with Section 201B (5) of the Act. In performing those functions, the audit and risk committee:

- reviewed the significant financial reporting issues and judgements so as to ensure the integrity of the financial statements of the Group and any announcements relating to the Group's financial performance;
- reviewed, at least annually, the adequacy and effectiveness of the Group's internal controls and risk management systems;
- reviewed the assurance from the CEO and the CFO of the Group on the financial records and financial statements;
- made recommendations to the Board on the proposals to shareholders on (i) the appointment, re-appointment or removal of external auditors; and (ii) the remuneration and terms of engagement of the external auditors;
- reviewed the adequacy, effectiveness, independence, scope and results of the external audit;
- reviewed the policy and arrangements for concerns about possible improprieties in financial reporting or other matters to be raised, independently investigated and appropriately followed up on;
- ensured that the Company publicly discloses, and clearly communicates to employees, the existence of its whistle-blowing policy and procedures for raising such concerns;
- reviewed whistle blowing investigations within the Group and ensuring appropriate follow up action, if required;
- reviewed any interested person transactions in respect of Interested Person Transactions falling within the scope of Chapter 9 of the Listing Manual of the SGX ST;
- reviewed any potential conflicts of interest; and
- undertake such other reviews and projects as may be requested by the Board and report to the Board its findings from time to time on matters arising and which warrant for the audit and risk committee's attention.

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

The audit and risk committee has recommended the nomination of Forvis Mazars LLP for re-appointment as external auditors of the Group at the forthcoming Annual General Meeting of the Company.

DIRECTORS' STATEMENT

7. Independent auditors

The auditors, Forvis Mazars LLP, have expressed their willingness to accept re-appointment.

On behalf of the directors

Quek Sim Pin
Executive Chairman

Singapore
30 March 2026

Joseph Foo Chee Hoe
Lead Independent Director

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF ACMA LTD.

Report on the Audit of Financial Statements

Opinion

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

In our opinion, the accompanying financial statements of the Group and the statements of financial position and changes in equity of the Company are properly drawn up in accordance with the provisions of the Singapore 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 financial position of the Group and of the Company as at 31 December 2025 and of the financial performance, changes in equity and cash flows of the Group and the changes in equity of the Company for the financial year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* (the "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.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF ACMA LTD.

Report on the Audit of Financial Statements (Continued)

Key Audit Matter

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 financial year. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Matter	Audit response
Expected credit losses on trade receivables and contract assets (refer to Note 3.2, Note 15 and Note 28 to the financial statements)	
<p>As at 31 December 2025, the Group reported trade receivables and contract assets with carrying amount of approximately S\$565,000 and S\$244,000 respectively, net of allowance for expected credit losses ("ECL") of approximately S\$1,606,000.</p> <p>In applying SFRS(I) 9 Financial Instruments ("SFRS(I) 9"), the Group used an allowance matrix to estimate ECL for trade receivables. The ECL rates were based on the Group's historical loss experience of the customers, for the last 3 years prior to the reporting date for various customer groups that were assessed through an age analysis and by geographical locations, as well as forward looking factors specific to the debtors and the economic environment, which could affect the ability of the debtors to settle the trade receivables.</p> <p>As the determination of the ECL requires significant judgement and estimation of management and in consideration of the significance of trade receivables and contract assets in the Group, we consider management's assessment and application of SFRS(I) 9 to the impairment of trade receivables and contract assets as a key audit matter.</p>	<p>Our audit procedures included, and were not limited to, the following:</p> <ul style="list-style-type: none">• We obtained an understanding of the Group's consideration of SFRS(I) 9 in their application of the corresponding requirements of the standard and assessed the appropriateness thereof;• We assessed the reasonableness of the provision matrix applied by the Group in their measurement of ECL of trade receivables and contract assets;• We assessed and tested the arithmetic accuracy of the allowance matrix; and• We reviewed the appropriateness and sufficiency of the corresponding disclosures made in the financial statements.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF ACMA LTD.

Report on the Audit of Financial Statements (Continued)

Other information

Management is responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and the independent auditors' report thereon, which we obtained prior to the date of this report.

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 identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and SFRS(I)s, and for devising and maintaining a system of internal accounting controls sufficient to provide 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.

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

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

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

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF ACMA LTD.

Report on the Audit of Financial Statements (Continued)

Auditors' Responsibilities for the Audit of the Financial Statements (Continued)

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' 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 auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

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

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

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

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF ACMA LTD.

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 the subsidiary entities incorporated in Singapore of which we are auditors have been properly kept in accordance with the provisions of the Act.

The engagement partner on the audit resulting in this independent auditors' report is Lai Keng Wei.

FORVIS MAZARS LLP
Public Accountants and
Chartered Accountants

Singapore
30 March 2026

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	<u>Note</u>	<u>2025</u> <u>S\$'000</u>	<u>2024</u> <u>S\$'000</u>
Revenue	4	7,899	9,418
Other income	5	104	1,279
Cost and expenses			
Raw materials and consumables used	6	(4,702)	(6,139)
Employee benefits expense		(3,463)	(3,501)
Finance costs	7	(92)	(508)
Depreciation of property, plant and equipment		(246)	(261)
Other operating expenses		(1,005)	(900)
Remeasurement of loss allowance on financial assets, net		(36)	(33)
Total costs and expenses		<u>(9,544)</u>	<u>(11,342)</u>
Loss before income tax from continuing operations	8	(1,541)	(645)
Income tax expense	9	(7)	(35)
Loss from continuing operations		(1,548)	(680)
Discontinued operations			
Profit for the year from discontinued operations, net of taxation	10	-	1,455
(Loss)/Profit for the year		<u>(1,548)</u>	<u>775</u>
Other comprehensive loss:			
Items that may be reclassified subsequently to profit or loss			
Exchange difference on translating foreign operations		-	(812)
Other comprehensive loss for the year		-	(812)
TOTAL COMPREHENSIVE LOSS FOR THE YEAR		<u>(1,548)</u>	<u>(37)</u>
Attributable to:			
Continuing operations, net of taxation			
Owners of the Company		(1,370)	(811)
Non-controlling interests		(178)	131
		<u>(1,548)</u>	<u>(680)</u>
Discontinued operations, net of taxation			
Owners of the Company		-	1,455
Non-controlling interests		-	-
		<u>-</u>	<u>1,455</u>
(Loss)/Profit for the year		<u>(1,548)</u>	<u>775</u>

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

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	<u>Note</u>	<u>2025</u> <u>S\$'000</u>	<u>2024</u> <u>S\$'000</u>
Total comprehensive (loss)/profit attributable to:			
Owners of the Company		(1,370)	(168)
Non-controlling interests		<u>(178)</u>	<u>131</u>
		<u><u>(1,548)</u></u>	<u><u>(37)</u></u>
(Loss)/Earnings per share attributable to owners of the Company (cents per share)			
Basic loss per share from continuing operations	11	(3.20)	(1.90)
Basic earnings per share from discontinued operations	11	<u>-</u>	<u>3.40</u>
Total basic (loss)/earnings per share		<u><u>(3.20)</u></u>	<u><u>1.50</u></u>
Diluted loss per share from continuing operations	11	(3.20)	(1.90)
Diluted earnings per share from discontinued operations	11	<u>-</u>	<u>3.40</u>
Total diluted (loss)/earnings per share		<u><u>(3.20)</u></u>	<u><u>1.50</u></u>

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

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	Note	Group		Company	
		2025	2024	2025	2024
		S\$'000	S\$'000	S\$'000	S\$'000
ASSETS					
Non-current assets					
Property, plant and equipment	12	583	714	363	561
Investments in subsidiaries	13	-	-	3,285	3,269
Total non-current assets		583	714	3,648	3,830
Current assets					
Inventories	14	2,282	1,193	-	-
Trade and other receivables	15	2,271	4,943	1,215	3,629
Amounts owing by subsidiaries	16	-	-	-	870
Cash and bank balances	17	1,613	1,977	28	80
Total current assets		6,166	8,113	1,243	4,579
Total assets		6,749	8,827	4,891	8,409
EQUITY AND LIABILITIES					
Equity					
Share capital	18	195,039	195,039	195,039	195,039
Accumulated losses		(194,497)	(193,127)	(193,503)	(192,212)
Equity attributable to owners of the parent		542	1,912	1,536	2,827
Non-controlling interests		550	728	-	-
Total equity		1,092	2,640	1,536	2,827
Non-current liabilities					
Lease liabilities	21	32	106	32	106
Deferred tax liabilities	23	9	9	-	-
Other payables	24	200	200	200	200
Total non-current liabilities		241	315	232	306
Current liabilities					
Amounts owing to subsidiaries	16	-	-	2,152	3,780
Lease liabilities	21	74	82	74	82
Bank borrowings	22	571	963	-	-
Trade and other payables	24	4,025	4,293	897	1,414
Contract liabilities from contracts with customers	25	731	526	-	-
Income tax payables		15	8	-	-
Total current liabilities		5,416	5,872	3,123	5,276
Total liabilities		5,657	6,187	3,355	5,582
Total equity and liabilities		6,749	8,827	4,891	8,409

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

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Attributable to owners of the Company						
	Share capital S\$'000	Capital reserve S\$'000	Accumulated losses S\$'000	Foreign currency translation reserve S\$'000	Total S\$'000	Non-controlling interests S\$'000	Total equity S\$'000
Group							
Balance at 1 January 2024	195,039	2,172	(195,943)	812	2,080	597	2,677
Profit for the year	-	-	644	-	644	131	775
<i>Other comprehensive loss:</i>							
Foreign currency translation reserve	-	-	-	(812)	(812)	-	(812)
Total comprehensive profit/(loss) for the year	-	(2,172)	644	(812)	(168)	131	(37)
Transfer of capital reserve to accumulated losses (Note 19)	-	-	2,172	-	-	-	-
Balance at 31 December 2024	195,039	-	(193,127)	-	1,912	728	2,640
Total comprehensive loss for the year	-	-	(1,370)	-	(1,370)	(178)	(1,548)
Balance at 31 December 2025	195,039	-	(194,497)	-	542	550	1,092

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

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

	Share capital S\$'000	Accumulated losses S\$'000	Total S\$'000
<u>Company</u>			
Balance at 1 January 2024	195,039	(192,804)	2,235
Profit and total comprehensive profit for the year	-	592	592
Balance at 31 December 2024	195,039	(192,212)	2,827
Loss and total comprehensive loss for the year	-	(1,291)	(1,291)
Balance at 31 December 2025	195,039	(193,503)	1,536

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

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	<u>Note</u>	2025 S\$'000	2024 S\$'000
OPERATING ACTIVITIES			
Loss before income tax from continuing operations		(1,541)	(645)
Profit before income tax from discontinued operations	10	-	1,239
		<hr/>	<hr/>
Total (loss)/profit before income tax		(1,541)	594
Adjustments for:			
Depreciation of property, plant and equipment	12	246	401
Unrealised currency translation differences		117	(16)
Write-off of other payables	5	(50)	-
Write-off of other receivables		3	-
Interest income	5	-	(3)
Interest expense		92	538
Allowance on impairment of inventory obsolescence	14	31	20
Reversal of over provision of sales commissions	5	-	(288)
Gain on termination of lease	5	-	(277)
Remeasurement of loss allowance on financial assets, net		36	33
Gain on disposal and deconsolidation of subsidiaries	10	-	(80)
Loss on write-off of property, plant and equipment	12	7	10
		<hr/>	<hr/>
Total operating cash (outflows)/inflow before movements in working capital		(1,059)	932
<i>Changes in working capital</i>			
Trade and other receivables		2,669	(1,849)
Inventories		(1,120)	190
Contract liabilities from contracts with customers		172	(491)
Trade and other payables		(291)	(571)
		<hr/>	<hr/>
Cash generated from/(used in) operations		371	(1,789)
Income taxes paid		-	(27)
		<hr/>	<hr/>
Net cash flows generated from/(used in) operating activities		371	(1,816)
INVESTING ACTIVITIES			
Interest received		-	3
Purchase of property, plant and equipment ¹		(122)	(181)
Proceeds from disposal/deconsolidation of subsidiaries, net	10	-	5,394
		<hr/>	<hr/>
Net cash flows (used in)/generated from investing activities		(122)	5,216

¹ During the financial year, the Group acquired property, plant and equipment with an aggregate cost of S\$122,000 (2024: S\$741,000) of which S\$Nil (2024: S\$560,000) was acquired by means of lease and S\$122,000 (2024: S\$181,000) by way of cash.

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

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

	<u>Note</u>	<u>2025</u> <u>S\$'000</u>	<u>2024</u> <u>S\$'000</u>
FINANCING ACTIVITIES			
Interest paid		(92)	(515)
Proceeds from bank borrowings		2,529	1,941
Repayment of bank borrowings		(2,492)	(6,104)
Repayment of lease liabilities		(82)	(141)
		<u> </u>	<u> </u>
Net cash flows used in financing activities		<u>(137)</u>	<u>(4,819)</u>
Net increase/(decrease) in cash and cash equivalents		112	(1,419)
Cash and cash equivalents at beginning of the financial year		1,548	2,942
Effect of currency translation on cash and cash equivalents		(47)	25
		<u> </u>	<u> </u>
Cash and cash equivalents at end of the financial year	17	<u>1,613</u>	<u>1,548</u>
Cash and cash equivalents comprise the followings:			
Cash and bank balances		1,613	1,977
Bank overdrafts		-	(429)
		<u> </u>	<u> </u>
Cash and cash equivalents at end of the financial year	17	<u>1,613</u>	<u>1,548</u>

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

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

Reconciliation of liabilities arising from financing activities

	At beginning of the year S\$'000	Financing cash inflows/ (outflows)* S\$'000	Non-cash movement			At end of the year S\$'000
			Purchase of property, plant and equipment S\$'000	Interest expense S\$'000	Termination of lease liabilities S\$'000	
2025						
Liabilities						
Bank borrowings [#]	534	7	-	30	-	571
Lease liabilities	188	(91)	-	9	-	106
Loan from a director	200	-	-	-	-	200
Loan from a third party	500	(195)	-	45	-	350
2024						
Liabilities						
Bank borrowings [#]	4,697	(4,531)	-	368	-	534
Lease liabilities	569	(141)	227	23	(490)	188
Loan from a director	200	-	-	-	-	200
Loan from a third party	500	(59)	-	59	-	500

* Net of proceeds from interest-bearing borrowings, repayment of interest-bearing borrowings, interest paid and repayment of lease liabilities.

Amount presented excludes bank overdrafts.

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

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

1. General

Acma Ltd. (the “Company”) (Registration Number: 196500233E) is incorporated and domiciled in Singapore with its principal place of business and registered office at 19 Jurong Port Road, Singapore 619093.

The principal activity of the Company is that of investment holding. The principal activities of the respective subsidiaries are disclosed in Note 13 to the financial statements.

The consolidated financial statements of Acma Ltd. and its subsidiaries (collectively, the “Group”) for the year ended 31 December 2025 and the statement of financial position and statement of changes in equity of the Company as at 31 December 2025 were authorised for issue in accordance with a resolution of the directors on 30 March 2026.

2. Summary of material accounting policies

2.1 Basis of preparation

The financial statements of the Group and the statement of financial position and statement of changes in equity of the Company have been drawn up in accordance with the provisions of the Singapore Companies Act 1967 and Singapore Financial Reporting Standards (International) (“SFRS(I)s”) including related Interpretations of SFRS(I)s (“SFRS(I) INTs”) and are prepared on the historical cost basis, except as disclosed in the accounting policies below.

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 statements of financial position and changes in equity of the Company are presented in Singapore dollar (“S\$”) which is also the functional currency of the Company, and all values presented are rounded to the nearest thousand (“S\$’000”), unless otherwise indicated.

In the current year, the Group has adopted all the new and revised SFRS(I)s and SFRS(I) INTs that are relevant to its operations and effective for annual periods beginning on or after 1 January 2025. The adoption of these new or revised SFRS(I)s and SFRS(I) INTs did not result in changes to the Group’s and Company’s accounting policies, and has no material effect on the current or prior year’s financial statement and is not expected to have a material effect on future periods.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

2. Summary of material accounting policies (Continued)

2.1 Basis of preparation (Continued)

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

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

SFRS (I)	Title	Effective date (annual periods beginning on or after)
SFRS(I) 9, SFRS(I) 7	Amendments to SFRS(I) 9 and SFRS(I) 7: <i>Amendments to the Classification and Measurement of Financial Statements</i>	1 January 2026
Various SFRS(I) 18	Annual improvements to SFRS(I)s – Volume 11 Presentation and Disclosure in Financial Statements	1 January 2026 1 January 2027
SFRS(I) 19	Subsidiaries without public accountability: Disclosures	1 January 2027
SFRS(I) 9, SFRS(I) 7	Amendments to SFRS(I) 9 and SFRS(I) 7: <i>Contracts Referencing Nature-dependent Electricity</i>	1 January 2026
SFRS(I) 10, SFRS(I) 1-28	Amendments to SFRS(I) 10 and SFRS(I) 1-28: <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	To be determined

Consequential amendments were also made to various standards as a result of these new/revised standards.

The Group does not intend to early adopt any of the above new/revised standards, interpretations and amendments to the existing standards. Management anticipates that the adoption of the aforementioned revised/new standards, with the exception of SFRS(I) 18 *Presentation and Disclosure in Financial Statements* (“SFRS(I) 18”), will not have a material impact on the financial statements of the Group and Company in the period of their initial adoption.

SFRS(I) 18, effective for annual periods beginning on or after 1 January 2027, replaces SFRS(I) 1- 1 Presentation of Financial Statements and introduces new requirements for presentation and disclosure in financial statements. SFRS(I) 18 mandates a new structure for the statement of profit or loss and also requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and includes new requirements for aggregation and disaggregation of financial information based on the identified ‘roles’ of the primary financial statements and the notes. As a consequential result of SFRS(I) 18 requirements, all entities are required to use the operating profit subtotal, instead of profit or loss, as the starting point for presenting operating cash flows under the indirect method. The classification of cash flows from dividends and interests in either operating, investing and financing cash flows is also fixed.

SFRS(I) 18 will apply retrospectively. The Group is still in the process of assessing the corresponding impact on the primary financial statements and notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

2. Summary of material accounting policies (Continued)

2.2 Basis of consolidation

The financial statements of the Group comprise the financial statements of the Company and its subsidiaries. Subsidiaries are entities (including structured entities) (i) over which the Group has power and the Group is (ii) able to use such power to (iii) affect its exposure, or rights, to variable returns from then through its involvement with them.

The Group reassesses whether it controls the subsidiaries if facts and circumstances indicate that there are changes to one or more of the three elements of control.

When the Group has less than a majority of the voting rights of an investee, it still has power over the investee when the voting rights are sufficient, after considering all relevant facts and circumstances, to give it the practical ability to direct the relevant activities of the investee unilaterally. The Group considers, among others, the extent of its voting rights relative to the size and dispersion of holdings of the other vote holders, currently exercisable substantive potential voting rights held by all parties, rights arising from contractual arrangements and voting patterns at previous shareholders' meetings.

Subsidiaries are consolidated from the date on which control is transferred to the Group up to the effective date on which control ceases, as appropriate.

Intragroup assets and liabilities, equity, income, expenses and cash flows relating to intragroup transactions are eliminated on consolidation.

The financial statements of the subsidiaries used in the preparation of the financial statements are prepared for the same reporting date as that of the Company. Where necessary, accounting policies of subsidiaries have been changed to ensure consistency with the policies adopted by the Group.

Non-controlling interests are identified separately from the Group's equity therein. On an acquisition-by-acquisition basis, non-controlling interests may be initially measured either at fair value or at their proportionate share of the fair value of the acquiree's identifiable net assets. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity. Losses in the subsidiary are attributed to non-controlling interests even if this results in the non-controlling interests having a deficit balance.

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

When the Group loses control over a subsidiary, the profit or loss on disposal is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interests. Amounts previously recognised in other comprehensive income in relation to the subsidiary are accounted for (i.e. reclassified to profit or loss or transferred directly to accumulated profits) in the same manner as would be required if the relevant assets or liabilities were disposed of. The fair value of any investments retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under SFRS(I) 9 *Financial Instruments* ("SFRS(I) 9") or, when applicable, the cost on initial recognition of an investment in an associate or jointly controlled entity.

Investments in subsidiaries are carried at cost less any impairment loss that has been recognised in profit or loss in the Company's separate financial statements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

2. Summary of material accounting policies (Continued)

2.3 Business combinations

The acquisition of subsidiaries is accounted for using the acquisition method when the acquired set of activities and assets constitute a business. When determining the acquired set of activities and assets constitute a business, the Group assesses whether the acquired set of activities and assets includes, at a minimum, an input and substantive process, which together contribute to the creation of outputs.

The Group has the option to apply a “concentration test” as a simplified assessment to determine whether an acquired set of activities and assets is not a business. The Group makes the election separately for each transaction or other event. The concentration test is met if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets.

The cost of the acquisition is measured at the aggregate of the fair values, at the date of exchange, of assets given, liabilities incurred or assumed, and equity instruments issued by the Group in exchange for control of the acquiree. For each business combination, the Group determines whether to measure the non-controlling interests in the acquiree at fair value or at proportionate share in the recognised amounts of the acquiree’s identifiable net assets. Acquisition-related costs are recognised in profit or loss as incurred and included in administrative expenses.

The acquiree’s identifiable assets, liabilities and contingent liabilities that meet the conditions for recognition under SFRS(I) 3 *Business Combinations* (“SFRS(I) 3”) are recognised at their fair values at the acquisition date, except for non-current assets (or disposal groups) that are classified as held-for-sale in accordance with SFRS(I) 5 *Non-Current Assets Held-for-Sale and Discontinued Operations* (“SFRS(I) 5”), which are recognised and measured at the lower of cost and fair value less costs to sell.

The Group recognises any contingent consideration to be transferred for the acquiree at the fair value on the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement shall be accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of SFRS(I) 9 is measured at fair value with the changes in fair value recognised in the statement of profit or loss in accordance with SFRS(I) 9. Other contingent consideration that is not within the scope of SFRS(I) 9 is measured at fair value at each reporting date with changes in fair value recognised in profit or loss.

Where a business combination is achieved in stages, the Group’s previously held interests in the acquired entity are remeasured to fair value at the acquisition date (i.e. the date the Group attains control) and the resulting gain or loss, if any, is recognised in profit or loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognised in other comprehensive income are reclassified to profit or loss, where such treatment would be appropriate if that interest were disposed of.

The acquiree’s identifiable assets, liabilities and contingent liabilities that meet the conditions for recognition under SFRS(I) 3 are recognised at their fair value at the acquisition date, except that:

- deferred tax assets or liabilities and liabilities or assets related to employee benefit arrangements are recognised and measured in accordance with SFRS(I) 1-12 *Income Taxes* and SFRS(I) 1-19 *Employee Benefits* respectively;

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

2. Summary of material accounting policies (Continued)

2.3 Business combinations (Continued)

- liabilities or equity instruments related to the replacement by the Group of an acquiree's share-based payment awards are measured in accordance with SFRS(I) 2 *Share-based Payment*; and
- assets (or disposal groups) that are classified as held-for-sale in accordance with SFRS(I) 5 are measured in accordance with that Standard.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (see below), or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed as of the acquisition date that, if known, would have affected the amounts recognised as of that date.

The measurement period is the period from the date of acquisition to the date the Group obtains complete information about facts and circumstances that existed as of the acquisition date, and is subject to a maximum of one year.

Goodwill arising on acquisition is recognised as an asset at the acquisition date and is initially measured at cost, being 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 previously held equity interest (if any) in the entity over net acquisition-date fair value amounts of the identifiable assets acquired and the liabilities assumed.

If, after reassessment, the Group's interest in the net 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.

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 the carrying amount of the unit (including the goodwill), 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.

The attributable amount of goodwill is included in the determination of gain or loss on disposal of the subsidiary or jointly controlled entity.

2.4 Revenue recognition

The Group is principally in the business of tooling and plastic injection moulding, communications, electronics and equipment distribution. Revenue from contracts with its customers is recognised when or as the Group satisfies a performance obligation by transferring a promised good or service generated in the ordinary course of the Group's activities to its customer, at a transaction price that reflects the consideration the Group expects to be entitled in exchange for the good or service and that is allocated to that performance obligation. The good or service is transferred when or as the customer obtains control of the good or service. Revenue is shown net of estimated customer returns, rebates and other similar allowances.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

2. Summary of material accounting policies (Continued)

2.4 Revenue recognition (Continued)

Tooling

Revenue from the sale of tools is recognised at a point in time when control of the tools is transferred to the end customers (i.e. when the tools are delivered in accordance with the applicable incoterms or/and terms and conditions and significant risks and rewards of ownership of the tools have been transferred to the customer). A corresponding receivable is recognised for the consideration that is unconditional when only the passage of time is required before the payment is due. Revenue is not recognised to the extent where there are significant uncertainties regarding recovery of the consideration due, associated costs or the possible return of tools.

A contract modification could arise in course of providing tooling services, when there has been a change in the scope or price (or both) of a contract approved by the Group and its customer.

The Group assesses any such modification and account for such modification as a separate contract when the scope of the contract increases because of the addition of promised goods or services that are distinct, and the price of the contract increases by an amount of consideration that reflects the Group's standalone selling prices of the additional promised goods or services and any appropriate adjustments to that price to reflect the circumstances of the particular contract. In other situations, the Group shall assess and where applicable, account for the contract modification as if it was a termination of the existing contract and the creation of a new contract, if the remaining goods or services are distinct from the goods or services transferred on or before the contract modification, or as if it was part of the existing contract if the remaining goods or services are not distinct, and therefore, form part of a single performance obligation that is partially satisfied at the date of the contract modification.

Plastic injection moulding

Revenue from the sale of moulded parts is recognised at a point in time when control of the moulded parts is transferred to the end customers (i.e. when the moulded parts are delivered in accordance with the applicable incoterms or/and terms and conditions and significant risks and rewards of ownership of the moulded parts have been transferred to the customer). A corresponding receivable is recognised for the consideration that is unconditional when only the passage of time is required before the payment is due. Revenue is not recognised to the extent where there are significant uncertainties regarding recovery of the consideration due, associated costs or the possible return of moulded parts.

Maintenance of goods

Revenue from the provision of maintenance of goods is recognised upon the completion of the maintenance services.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

2. Summary of material accounting policies (Continued)

2.4 Revenue recognition (Continued)

Equipment distribution

Revenue from equipment distribution is recognised at a point in time when control of the goods is transferred to the end customers (i.e. when the goods are delivered in accordance with the applicable incoterms or/and terms and conditions and significant risks and rewards of ownership of the goods have been transferred to the customer). A corresponding receivable is recognised for the consideration that is unconditional when only the passage of time is required before the payment is due. Revenue is not recognised to the extent where there are significant uncertainties regarding recovery of the consideration due, associated costs or the possible return of goods.

Supply and installation of goods

Revenue from the provision of supply and installation of goods is recognised at a point in time when the supply and installation of goods, identified as one performance obligation, have been rendered to the customer. A corresponding receivable is recognised for consideration that is unconditional when only the passage of time is required before payment is due.

2.5 Borrowing costs

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

2.6 Retirement benefit costs

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due. 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.

2.7 Employee leave entitlement

Employee entitlements to annual leave are recognised as a liability when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the end of the financial year.

2.8 Income tax

Income tax expense represents the sum of the tax currently payable and deferred tax.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported profit or loss because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are not taxable or tax deductible. The Group's liability for current tax is calculated using tax rates (and tax laws) that have been enacted or substantively enacted in countries where the Company and subsidiaries operate by the end of the financial year.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

2. Summary of material accounting policies (Continued)

2.8 Income tax (Continued)

Deferred tax is recognised on the 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 and are accounted for using the balance sheet liability method. 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 goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit and does not give rise to equal taxable and deductible temporary differences.

Deferred tax liabilities are recognised on taxable temporary differences arising on investments in subsidiaries, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

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

The carrying amount of deferred tax assets is reviewed at the end of each financial year 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 realised based on the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the financial year and based on the tax consequence that will follow from the manner in which the Group expects, at the end of the financial year, to recover or settle the carrying amounts of its assets and liabilities.

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, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Current and deferred tax are recognised as an expense or income in profit or loss, except when they relate to items credited or debited directly to equity, in which case the tax is also recognised directly in equity, or where they arise from the initial accounting for a business combination. In the case of a business combination, the tax effect is taken into account in calculating goodwill or determining the excess of the acquirer's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities over cost.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

2. Summary of material accounting policies (Continued)

2.9 Dividends

Equity dividends are recognised as a liability when they become legally payable. Interim dividends are recorded in the financial year in which they are declared payable. Final dividends are recorded in the financial year in which dividends are approved by shareholders. A corresponding amount is recognised in equity.

2.10 Foreign currency transactions and translation

Foreign currency transactions are translated into the individual entities' respective functional currencies at the exchange rates prevailing on the dates of the transactions. At the end of each financial year, monetary items denominated in foreign currencies are retranslated at the rates prevailing as of the end of the financial year. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on 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 arising on the settlement of monetary items, and on retranslation of monetary items are included in profit or loss for the year. Exchange differences arising on the retranslation of non-monetary items carried at fair value are included in profit or loss for the year except for differences arising on the retranslation of non-monetary items in respect of which gains and losses are recognised directly in equity. For such non-monetary items, any exchange component of that gain or loss is also recognised directly in other comprehensive income.

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Group's foreign operations (including comparatives) are expressed in Singapore dollars using exchange rates prevailing at the end of the financial year. Profit or loss items (including comparatives) are translated at the average exchange rates for the period, unless exchange rates fluctuated significantly during that period, in which case the exchange rates at the dates of the transactions are used. Exchange differences arising, if any, are classified as equity and transferred to the Group's translation reserve. Such translation differences are recognised in profit or loss in the period in which the foreign operation is disposed of.

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), and of borrowings and other currency instruments designated as hedges of such investments, are taken to the foreign currency translation reserve.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

2. Summary of material accounting policies (Continued)

2.11 Property, plant and equipment

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

Subsequent expenditure relating to property, plant and equipment is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in profit or loss when incurred.

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 land	3 years
Leasehold buildings and improvements	3 to 10 years
Furniture and equipment	3 to 10 years
Motor vehicles	4 to 7 years
Plant and machinery	1 to 10 years

For right-of-use assets for which ownership of the underlying asset is not transferred to the Group by the end of the lease term, depreciation is charged over the lease term, using the straight-line method. The lease periods are disclosed in Note 21.

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

The estimated useful lives, residual values and depreciation methods are reviewed, and adjusted as appropriate, at the end of each financial year.

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

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

2.12 Impairment of non-financial assets

The Group reviews the carrying amounts of its non-financial assets as at each reporting date to assess for any indication of 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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

2. Summary of material accounting policies (Continued)

2.12 Impairment of non-financial assets (Continued)

The recoverable amount of an asset or cash-generating unit is the higher of its fair value less costs to sell and its 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.

An impairment loss for the amount by which the asset's carrying amount exceeds the recoverable amount 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.

2.13 Financial instruments

The Group recognises a financial asset or a financial liability in its statement of financial position when the Group becomes party to the contractual provisions of the instrument.

Financial assets

Initial recognition and measurement

With the exception of trade receivables that do not contain a significant financing component or for which the Group applies a practical expedient, all financial assets are initially measured at fair value, plus transaction costs, except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value. Such trade receivables that do not contain a significant financing component or for which the Group applies a practical expedient are measured at transaction price as defined in SFRS(I) 15 *Revenue from Contracts with Customers* ("SFRS(I) 15") in Note 2.4.

The classification of the financial assets at initial recognition as subsequently measured at amortised cost depends on the Group's business model for managing the financial assets and the contractual cash flow characteristics of the financial asset.

The Group's business model refers to how the Group manages its financial assets in order to generate cash flows which determines whether cash flows will result from collecting contractual cash flows, selling financial assets or both.

The Group determines whether the asset's contractual cash flows are solely payments of principal and interest ("SPPI") on the principal amount outstanding to determine the classification of the financial assets.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

2. Summary of material accounting policies (Continued)

2.13 Financial instruments (Continued)

Financial assets (Continued)

Financial assets at amortised cost

A financial asset is subsequently measured at amortised cost if 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.

Subsequent to initial recognition, the financial asset at amortised cost are measured using the effective interest method and is subject to impairment. Gains or losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial instrument and allocating the interest income or expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts or payments (including all fees on points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial instrument, or where appropriate, a shorter period, to the net carrying amount of the financial instrument. Income and expense are recognised on an effective interest basis for debt instruments other than those financial instruments at fair value through profit or loss.

Impairment of financial assets

The Group recognises a loss allowance for expected credit losses ("ECL") on financial assets measured at amortised cost. At each reporting date, the Group assesses whether the credit risk on a financial asset has increased significantly since initial recognition by assessing the change in the risk of a default occurring over the expected life of the financial instrument. Where the financial asset is determined to have low credit risk at the reporting date, the Group assumes that the credit risk on a financial asset has not increased significantly since initial recognition.

The Group uses reasonable and supportable forward-looking information that is available without undue cost or effort as well as past due information when determining whether credit risk has increased significantly since initial recognition.

Where the credit risk on that financial instrument has increased significantly since initial recognition, the Group measures the loss allowance for a financial instrument at an amount equal to the lifetime ECL. Where the credit risk on that 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 amount of ECL or reversal thereof that is required to adjust the loss allowance at the reporting date to the amount that is required to be recognised is recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

2. Summary of material accounting policies (Continued)

2.13 Financial instruments (Continued)

Financial assets (Continued)

Impairment of financial assets (Continued)

The Group directly reduces the gross carrying amount of a financial asset when the entity has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof.

For details on the Group's accounting policy for its impairment of financial assets, refer to Note 28.

Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the financial 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 of the financial asset 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 receivables.

Financial liabilities and equity instruments

Classification as debt or equity

Financial liabilities and equity instruments issued by 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 are recorded at the proceeds received, net of direct issue costs.

Ordinary share capital

Ordinary share capital is classified as equity. Incremental costs directly attributable to the issue of ordinary shares and share options are recognised as a deduction from equity.

Financial liabilities

Initial recognition and measurement

All financial liabilities are initially measured at fair value, minus transaction costs, except for those financial liabilities classified as at fair value through profit or loss, which are initially measured at fair value.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

2. Summary of material accounting policies (Continued)

2.13 Financial instruments (Continued)

Financial liabilities and equity instruments (Continued)

Financial liabilities (Continued)

Initial recognition and measurement (Continued)

Financial liabilities are classified as either financial liabilities at fair value through profit or loss or other financial liabilities.

Financial liabilities are classified as at fair value through profit or loss if the financial liability is either held for trading or it is designated as such upon initial recognition.

Other financial liabilities

Trade and other payables

Trade and other payables are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost, where applicable, using the effective interest method, with interest expense recognised on an effective yield basis. A gain or loss is recognised in profit or loss when the liability is derecognised and through the amortisation process.

Borrowings

Interest bearing bank loans and overdrafts are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings in accordance with the Group's accounting policy for borrowing costs (see Note 2.5 above). A gain or loss is recognised in profit or loss when the liability is derecognised and through the amortisation process.

Financial guarantee contracts

The Company has issued corporate guarantees to banks for banking facilities granted by them to certain subsidiaries and these guarantees qualify as financial guarantees because the Company is required to reimburse the banks if these subsidiaries breach any repayment terms.

Financial guarantee contract liabilities are measured initially at their fair values plus transaction costs and subsequently at the higher of the amount of the loss allowance and the amount initially recognised less cumulative amortisation in accordance with SFRS(I) 15.

Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or they expire.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

2. Summary of material accounting policies (Continued)

2.14 Inventories

Inventories are stated at the lower of cost and net realisable value. Costs comprise direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the inventories to their present location and condition. Cost is calculated using the weighted average method. Net realisable value represents the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

2.15 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, and bank overdrafts which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value.

2.16 Non-current assets and discontinued operations

Non-current assets are classified as held-for-sale when their carrying amount will be recovered principally through a sale transaction rather than through continuing use and the sale is highly probable with the asset being available for immediate sale in its present condition. Management must be committed to the sale, which should be expected to be completed within one year from the date of classification.

They are measured at the lower of the carrying amount and fair value less costs to sell. Any impairment loss on initial classification and subsequent measurement is recognised as an expense. Any subsequent increase in fair value less costs to sell (not exceeding the accumulated impairment loss that has been previously recognised) is recognised in profit or loss.

Depreciation and amortisation for a non-current asset cease once it is classified as held-for-sale or while it is part of a disposal group classified as held-for-sale. Interest and other expenses attributable to the liabilities of a disposal group classified as held-for-sale shall continue to be recognised.

A discontinued operation is a component of an entity that either has been disposed of, or is classified as held-for-sale, and

- (i) represents a separate major line of business or geographical area of operations;
- (ii) is part of a single co-ordinated plan to dispose of a separate major line or geographical area of operations; or
- (iii) is a subsidiary acquired exclusively with a view to resale.

The results of discontinued operations are disclosed separately from continuing operations as a single amount comprising the post-tax profit or loss of discontinued operation and the post-tax gain or loss recognised on the measurement to fair value less costs to sell or on the disposal of the assets or disposal groups constituting the discontinued operation.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

2. Summary of material accounting policies (Continued)

2.17 Leases

The Group as a lessee

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

Where a contract contains more than one lease component, the Group allocates the consideration in the contract to each lease component on the basis of the relative standalone price of the lease component. Where the contract contains non-lease components, the Group applied the practical expedient to not separate non-lease components from lease components, and instead account for each lease component and any associated non-lease components as a single lease component.

The Group recognises a right-of-use asset and lease liability at the lease commencement date for all lease arrangement for which the Group is the lessee, except for leases which have lease term of 12 months or less and leases of low value assets for which the Group applied the recognition exemption allowed under SFRS(I) 16 *Leases* ("SFRS(I) 16"). For these leases, the Group recognises the lease payment as an operating expense on a straight-line basis over the term of the lease.

The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, less any lease incentives received, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term. When the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option, the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property, plant and equipment. The right-of-use asset is also reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability, where applicable.

Right-of-use assets are presented within "property, plant and equipment".

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the lessee's incremental borrowing rate.

The Group generally uses the incremental borrowing rate as the discount rate. To determine the incremental borrowing rate, the Group obtains a reference rate and makes certain adjustments to reflect the terms of the lease and the asset leased.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

2. Summary of material accounting policies (Continued)

2.17 Leases (Continued)

The Group as a lessee (Continued)

The lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments less any lease incentive receivable;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee;
- the exercise price under a purchase option that the Group is reasonably certain to exercise; and
- payments of penalties for terminating the lease if the Group is reasonably certain to terminate early and lease payments for an optional renewal period if the Group is reasonably certain to exercise an extension option.

The lease liability is measured at amortised cost using the effective interest method. The Group remeasures the lease liability when there is a change in the lease term due to a change in assessment of whether it will exercise a termination or extension or purchase option or due to a change in future lease payment resulting from a change in an index or a rate used to determine those payment.

Where there is a remeasurement of the lease liability, a corresponding adjustment is made to the right-of-use asset or in profit or loss where there is a further reduction in the measurement of the lease liability and the carrying amount of the right-of-use asset is reduced to zero.

The Group as a lessor

Where a contract contains more than one lease and/or non-lease component, the Group allocates the consideration in the contract to each lease component on the basis of the relative standalone price of the lease component.

At the lease commencement date, the Group assess and classify each lease as either an operating lease or a finance lease. Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the leased assets to the lessee. All other leases are classified as operating leases.

Operating leases

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease unless another systematic basis is more representative of the time pattern in which use benefit derived from the underlying asset is diminished. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the underlying asset and recognised on a straight-line basis over the lease term.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

2. Summary of material accounting policies (Continued)

2.18 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the financial year, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows, which is discounted using a pre-tax discount rate.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

Changes in the estimated timing or amount of the expenditure or discount rate are recognised in profit or loss as they arise.

2.19 Contingencies

A contingent liability is:

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

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

Contingencies are not recognised on the statement of financial position of the Group, except for contingent liabilities assumed in a business combination that are present obligations and which the fair value can be reliably determined.

2.20 Government grants

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

2. Summary of material accounting policies (Continued)

2.21 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the group of executive directors and the chief executive officer who make strategic decisions.

3. Critical accounting judgements and key sources of estimation uncertainty

The Group made judgements, estimates and assumptions about the carrying amounts of assets and liabilities that were not readily apparent from other sources in the application of the Group's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors that are considered to be reasonable under the circumstances. Actual results may differ from the estimates.

3.1 Critical judgements made in applying the Group's accounting policies

Impairment of financial assets

The Group follows the guidance of SFRS(I) 9 in assessing its financial assets for impairment. This assessment requires significant judgement. The Group assesses whether the credit risk on a financial asset has increased significantly since initial recognition by assessing the change in the risk of a default occurring over the expected life of the financial instrument. Where the financial asset is determined to have low credit risk at the reporting date, the Group assumes that the credit risk on a financial asset has not increased significantly since initial recognition.

The Group uses reasonable and supportable forward-looking information that is available without undue cost or effort as well as past due information when determining whether credit risk has increased significantly since initial recognition.

The Group also assesses whether there are reasonable expectations of recovering a financial asset in its entirety or a portion thereof, failing which the Group will write off the financial asset to reduce the gross carrying amount of the financial asset. In its assessment, the Group considers various factors, including the debtor's historical payment trends, the latter's financial ability and the existence of collateral.

Determination of functional currency

The Group translates foreign currency items into the respective functional currency of the Company and its subsidiaries. In determining the functional currency of the respective entity, judgement is used by the Group to determine the currency of the primary economic environment in which the respective entity operates that mainly influences sales prices of goods and services and the currency of the country whose consideration factors include the currency competitive forces and regulations mainly determines the sales prices of its goods and services.

Revenue recognition from tooling

The Group recognised revenue from tooling when the performance obligation is satisfied upon the delivery of the end product per agreed terms and conditions. In determining the revenue recognition policy for such contracts entered into with its customers, the Group applied SFRS(I) 15, in consideration of a myriad of factors, including and are not limited to, its extent of control of the product as it satisfies the performance obligation and its enforceability of right to payment for performance completed to date.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

3. Critical accounting judgements and key sources of estimation uncertainty (Continued)

3.2 Key sources of estimation uncertainty

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next year are discussed below.

Impairment of property, plant and equipment

Property, plant and equipment are assessed at the end of each financial year to ascertain whether there is an indication of impairment, if such indications are found, the recoverable amounts of the assets are estimated in order to determine the extent of the impairment loss, if any. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Such impairment loss is recognised in profit or loss.

Management judgement is required in the area of asset impairment, particularly in assessing (i) whether an event has occurred that may indicate that the related asset values may not be recoverable; (ii) whether the carrying value of an asset can be supported by the market value or the net present value of future cash flows which are estimated based upon the continued use of the asset in the business; and (iii) the appropriate key assumptions to be applied in estimating the market value of preparing the cash flow projections including whether these cash flow projections are discounted using an appropriate rate. Changing the assumptions selected by management to determine the level of impairment, could materially affect the net present value used in the impairment test and as a result may potentially affect the Group's results. The carrying amounts of the Group's and the Company's property, plant and equipment at 31 December 2025 were S\$583,000 (2024: S\$714,000) and S\$363,000 (2024: S\$561,000) respectively.

Depreciation of property, plant and equipment

The Group depreciates the property, plant and equipment over their estimated useful lives after taking into account of their estimated residual values. The estimated useful life reflects management's estimate of the period that the Group intends to derive future economic benefits from the use of the Group's property, plant and equipment. Management estimates the useful lives of these property, plant and equipment to be within 1 to 20 years. Changes in the expected level of usage and technological developments could affect the economics, useful lives and the residual values of these assets which could then consequentially impact future depreciation charges. The carrying amounts of the Group's and the Company's property, plant and equipment at 31 December 2025 were S\$583,000 (2024: S\$714,000) and S\$363,000 (2024: S\$561,000) respectively.

Provision for income taxes

The Group has exposure to income taxes in several jurisdictions of which a portion of these taxes arose from certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities expected tax issues based on their best estimates of the likely taxes due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made. The carrying amount of the Group's current tax payable as at 31 December 2025 was S\$15,000 (2024: S\$8,000). The carrying amount of the Group's deferred tax liabilities as at 31 December 2025 was S\$9,000 (2024: S\$9,000).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

3. Critical accounting judgements and key sources of estimation uncertainty (Continued)

3.2 Key sources of estimation uncertainty (Continued)

Inventory valuation method

Inventory is valued at the lower of cost and net realisable value. Management reviews the Group's inventory levels in order to identify slow-moving and obsolete inventory and identifies items of inventory which have a market price, being the selling price quoted from the market of similar items that is lower than its carrying amount. Management then estimates the amount of inventory loss as an allowance on inventory. Changes in demand levels, technological developments and pricing competition could affect the saleability and values of the inventory which could then consequentially impact the Group's and Company's results, cash flows and financial position. The carrying amount of the Group's inventories as at 31 December 2025 was S\$2,282,000 (2024: S\$1,193,000).

Impairment of investments in subsidiaries

At the end of each financial year, an assessment is made on whether there are indicators that the Company's investments are impaired or that an impairment loss recognised in prior periods may no longer exist or may have decreased. Where applicable, the Company's determination of the recoverable value is based on the estimation of the value-in-use of the applicable assets as defined in SFRS(I) 1-36 *Impairment of Assets* by forecasting the expected future cash flows for a period up to 5 years, using a suitable discount rate in order to calculate the present value of those cash flows. The Company's carrying amounts of investments in subsidiaries as at 31 December 2025 was S\$3,285,000 (2024: S\$3,269,000).

Measurement of ECL of trade receivables and contract assets

The Group uses an allowance matrix to measure ECL for trade receivables and contract assets. The ECL rates are based on the Group's historical loss experience over the last 3 years, assessed by geographical locations, and are adjusted for forward-looking information and significant macro-economic factors, including external country risk premium for the relevant countries, which incorporate the impact of the economic and geopolitical environment on customers' credit risk. The Group adjusts, as necessary, the allowance matrix at each reporting date. Such estimation of the ECL rates may not be representative of the actual default in the future. The expected loss allowance on the Group's trade receivables and contract assets as at 31 December 2025 was S\$1,606,000 (2024: S\$1,669,000).

Measurement of ECL of other receivables and recoverable amounts

For other receivables and recoverable amounts, the loss allowances are based on assumptions about risk of default and expected loss rates. The Group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's historical experience, existing market conditions as well as forward looking estimates at the end of each reporting year. The carrying amounts of the Group's other receivables and recoverable amounts as at 31 December 2025 were S\$500,000 (2024: S\$3,263,000).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

4. Revenue

	<u>2025</u>	<u>2024</u>
	S\$'000	S\$'000
Group		

Continuing operations

Revenue from contracts with customers

7,899	9,418
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Disaggregation of revenue from contracts with customers:

The Group derives revenue from the transfer of goods and services at a point in time in the following business and geographical segments. Revenue is attributed to countries by location of customers as follows:

	<u>Communications, electronics and equipment distribution</u>									
	<u>Tooling and plastic injection moulding</u>		<u>Equipment distribution</u>		<u>Supply and installation of goods</u>		<u>Maintenance of goods</u>		<u>Total</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000
Geographical markets										
Singapore	-	-	1,637	2,044	104	6	1,686	1,176	3,427	3,226
Europe (including UK)	101	79	-	-	-	-	-	-	101	79
Rest of Asia	-	-	3,113	4,358	-	-	-	-	3,113	4,358
North America and others	1,258	1,755	-	-	-	-	-	-	1,258	1,755
Total	<u>1,359</u>	<u>1,834</u>	<u>4,750</u>	<u>6,402</u>	<u>104</u>	<u>6</u>	<u>1,686</u>	<u>1,176</u>	<u>7,899</u>	<u>9,418</u>

The Group has applied the practical expedient permitted under SFRS(I) 15 for which the aggregated transactions price allocated to unsatisfied contracts which are part of contracts, that have an original expected duration of one year or less, is not disclosed.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

5. Other income

	<u>2025</u> S\$'000	<u>Group</u>	<u>2024</u> S\$'000
Continuing operations			
Interest income	-		3
Government grants	18		26
Insurance claim, net of compensation paid	-		620
Write-off of other payables	50		-
Gain on termination of lease	-		277
Reversal of over provision of sales commissions	-		288
Administrative and support services	36		60
Others	-		5
	104		1,279
	104		1,279

6. Raw materials and consumables used

	<u>2025</u> S\$'000	<u>Group</u>	<u>2024</u> S\$'000
Continuing operations			
Raw materials and consumables used	3,858		5,704
Subcontracting of works	844		435
	4,702		6,139
	4,702		6,139

7. Finance costs

	<u>2025</u> S\$'000	<u>Group</u>	<u>2024</u> S\$'000
Continuing operations			
Interest expense on bank overdrafts	8		58
Interest expense on trust receipts and bills payable	30		368
Interest expense on lease liabilities	9		23
Others	45		59
	92		508
	92		508

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

8. Loss before income tax

The following charges were included in the determination of loss before income tax:

	<u>2025</u> S\$'000	<u>Group</u> <u>2024</u> S\$'000
Continuing operations		
Directors' remuneration of the Company		
- Short-term benefits ²	327	301
- Employers' contribution to defined contribution plans ²	8	6
- Directors' fees ²	104	109
Employee benefits expense (excluding Directors' remuneration)		
- Salaries, wages, bonuses and other staff benefits ²	2,813	2,872
- Employers' contribution to defined contribution plans ²	211	213
Audit fees paid to auditors:		
- Auditors of the Company ¹	110	125
Allowance on impairment of inventory obsolescence ¹	31	20
Write-off of other receivables ¹	3	-
Loss on write-off of property, plant & equipment ¹	7	10
	<u>7</u>	<u>10</u>

¹ Included in "Other operating expenses" in the Group's profit or loss.

² Included in "Employee benefits expense" in the Group's profit or loss.

9. Income tax expense/(credit)

	<u>2025</u> S\$'000	<u>Group</u> <u>2024</u> S\$'000
Current income tax:		
- Current financial year	7	(83)
- Over provision in respect of prior years	-	(98)
	<u>7</u>	<u>(181)</u>

	<u>2025</u> S\$'000	<u>Group</u> <u>2024</u> S\$'000
Income tax expense/(credit) attribute to the following:		
- Continuing operations	7	35
- Discontinued operations (Note 10)	-	(216)
	<u>7</u>	<u>(181)</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

9. Income tax expense/(credit) (Continued)

Reconciliation of effective tax rate is as follows:

	<u>2025</u> S\$'000	<u>Group</u> <u>2024</u> S\$'000
(Loss)/Profit before income tax		
- Continuing operations	(1,541)	(645)
- Discontinued operations	-	1,239
	(1,541)	594
Taxation at statutory rate of 17% (2024: 17%)	(262)	101
Tax effects of:		
Income not subject to tax	(58)	(91)
Effect of expenses not deductible for tax purposes	62	(290)
Effect of different tax rates of subsidiaries operating in other jurisdiction	-	93
Effect of tax concession	(7)	-
Deferred tax assets not recognised	272	129
Over provision in respect of prior years	-	(98)
Others	-	(25)
	7	(181)

The Company is incorporated in Singapore and accordingly is subject to an income tax rate of 17% (2024: 17%). There were no changes in the enterprise income tax of the different applicable jurisdictions in the current year from the last year.

Deferred tax assets of certain subsidiaries have not been recognised as it is not probable that future taxable profits will be available against which the Group can utilise the benefits. The unrecognised deferred tax assets arise mainly from unutilised tax losses of S\$36,669,000 (2024: S\$35,069,000).

The tax losses are subjected to an agreement by the tax authorities and compliance with tax regulations in the respective countries in which the subsidiaries operate.

10. Discontinued operations

In 2023, the Group, via one of the subsidiaries, Global Tech Pte Ltd ("GT"), entered into conditional sale and purchase arrangements with two respective third party, Xiamen Voke Mold & Plastic Engineering Co. ("Xiamen Voke") and Madam Fong Choy Yoke to sell two subsidiaries, Acot Plastic (Xiamen) Co., Ltd ("APX") and Acot Tooling (Xiamen) Co., Ltd ("ATX") respectively.

APX

On 15 November 2023, GT entered into a conditional sale and purchase agreement with Xiamen Voke Mold & Plastic Engineering Co., Ltd, a third party, to dispose of its entire interests in APX for consideration comprising the following elements:

- RMB60 million to be paid in cash and in tranches from the completion date; and
- Sum of dividends of RMB3.9 million and 50% of profits (if any) generated during the period 1 June to 30 November 2023, netted of amounts due to a third party creditor of RMB1.8 million and any qualifying amounts owing by the Group to APX on the completion date.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

10. Discontinued operations (Continued)

On 28 March 2024, an Extraordinary General Meeting was held, and shareholders have approved this disposal. The transaction was expected to be completed in the calendar year 2024. On 31 May 2024, the Company disposed its entire interest in APX to Xiamen Voke.

ATX

On 29 December 2023, GT entered into a conditional sale and purchase agreement with Madam Fong Choy Yoke, a third party, to dispose of its entire interests in ATX for S\$1. As of 31 December 2023, ATX reported a net liability position in its standalone statement of financial position. There was an unforeseen change in the plan which resulted in the abortion of the sale to the third party. ATX was subsequently placed in liquidation by order of the Xiamen court on 9 May 2024.

For the financial year ended 31 December 2024, APX and ATX's results were presented separately in the statement of profit or loss and other comprehensive income as "Profit for the year from discontinued operations, net of taxation".

Carrying amounts of the assets and liabilities as at the date of disposal/deconsolidation for the financial year ended 31 December 2024 are as follows:

	<u>Carrying amounts</u>		
	<u>APX</u>	<u>ATX</u>	<u>Total</u>
	S\$'000	S\$'000	S\$'000
Assets			
Property, plant and equipment	696	-	696
Inventories	6,575	1,323	7,898
Trade and other receivables	14,848	2,609	17,457
Cash and bank balances	281	1,534	1,815
	<u>22,400</u>	<u>5,466</u>	<u>27,866</u>
Liabilities			
Contract liabilities from contracts with customers	(710)	(216)	(926)
Trade and other payables	(12,217)	(4,146)	(16,363)
	<u>(12,927)</u>	<u>(4,362)</u>	<u>(17,289)</u>
Net assets	<u>9,473</u>	<u>1,104</u>	<u>10,577</u>

All the financial assets and liabilities held by APX and ATX are denominated in Chinese renminbi.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

10. Discontinued operations (Continued)

The cash flows movements and results of APX and ATX for the financial year ended 31 December 2024 are as follows:

	<u>APX</u> S\$'000	<u>ATX</u> S\$'000	<u>Total</u> S\$'000
Net cash inflows arising from disposal/deconsolidation			
Cash consideration	7,209	-	7,209
Cash and bank balances of subsidiaries disposed/deconsolidation	(281)	(1,534)	(1,815)
	<u>6,928</u>	<u>(1,534)</u>	<u>5,394</u>
Gain/(Loss) on disposal/deconsolidation:			
Proceeds from disposal	12,045	-	12,045
Net assets derecognised	(9,473)	(1,104)	(10,577)
Other income/(expenses) on disposal/deconsolidation	10	(2,210)	(2,200)
Cumulative exchange differences from equity	621	191	812
	<u>3,203</u>	<u>(3,123)</u>	<u>80</u>
Gain/(Loss) on disposal/deconsolidation			
	<u>3,203</u>	<u>(3,123)</u>	<u>80</u>
	<u>APX</u> S\$'000	<u>ATX</u> S\$'000	<u>Total</u> S\$'000
Revenue	11,805	411	12,216
Other income	188	6	194
Cost and expenses			
Raw materials and consumables used	(6,198)	(2)	(6,200)
Changes in inventories of finished goods and work-in-progress	696	(348)	348
Employee benefits expense	(2,489)	(50)	(2,539)
Finance costs	(30)	-	(30)
Depreciation of property, plant and equipment	(140)	-	(140)
Other operating expenses	(2,488)	(202)	(2,690)
	<u>1,344</u>	<u>(185)</u>	<u>1,159</u>
Pre-tax profit/(loss) for the financial year	1,344	(185)	1,159
Income tax credit (Note 9)	216	-	216
	<u>1,560</u>	<u>(185)</u>	<u>1,375</u>
Post-tax profit/(loss) for the financial year	1,560	(185)	1,375
Gain/(Loss) on disposal/deconsolidation	3,203	(3,123)	80
	<u>4,763</u>	<u>(3,308)</u>	<u>1,455</u>
Profit/(Loss) for the year from discontinued operations, net of taxation	4,763	(3,308)	1,455

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

10. Discontinued operations (Continued)

Net cash flows generated from/(used in) discontinued operations

	<u>2024</u> S\$'000
Net cash used in operating activities	(80)
Net cash generated from investing activities	5,394
Net cash used in financing activity	-
	<u>5,314</u>

Earnings per share disclosures

	<u>2024</u>
Earnings per share from discontinued operations attributable to owners of the Company (cents):	
Basic and diluted	<u>3.40</u>

The basic and diluted earnings per share is the same as there were no potentially dilutive instruments.

11. (Loss)/Earnings per share

The calculation of the basic (loss)/earnings per share attributable to the ordinary equity holders of the Company is based on the following data:

	<u>Continuing operations</u>		<u>Group Discontinued operations</u>		<u>Total</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000
(Loss)/Profit attributable to ordinary shareholders	(1,370)	(811)	-	1,455	(1,370)	644
					<u>2025</u> '000	<u>2024</u> '000

Weighted average number of ordinary shares in issue at beginning and end of the financial year	<u>42,391</u>	<u>42,391</u>
------------------------------------------------------------------------------------------------	---------------	---------------

	<u>2025</u>	<u>2024</u>
(Loss)/Earnings per share attributable to owners of the Company (cents):		
Basic and diluted	<u>(3.20)</u>	<u>1.50</u>

The basic and diluted (loss)/earnings per share is the same as there were no potentially dilutive instruments.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

12. Property, plant and equipment

<u>Group</u>	<u>Leasehold land</u> S\$'000	<u>Leasehold improvements</u> S\$'000	<u>Furniture and equipment</u> S\$'000	<u>Motor vehicles</u> S\$'000	<u>Plant and machinery</u> S\$'000	<u>Total</u> S\$'000
<u>Cost</u>						
At 1 January 2024	2,142	591	2,461	874	34	6,102
Additions	560	50	131	-	-	741
Termination of lease (Note 21)	(2,142)	-	-	-	-	(2,142)
Written off	-	(591)	(1,520)	-	(20)	(2,131)
At 31 December 2024	560	50	1,072	874	14	2,570
Additions	-	-	122	-	-	122
Written off	-	-	(20)	-	-	(20)
At 31 December 2025	560	50	1,174	874	14	2,672
<u>Accumulated depreciation</u>						
At 1 January 2024	1,272	585	2,343	819	33	5,052
Depreciation	197	7	33	24	*	261
Termination of lease (Note 21)	(1,336)	-	-	-	-	(1,336)
Written off	-	(587)	(1,514)	-	(20)	(2,121)
At 31 December 2024	133	5	862	843	13	1,856
Depreciation	176	11	40	19	*	246
Written off	-	-	(13)	-	-	(13)
At 31 December 2025	309	16	889	862	13	2,089
<u>Net carrying value</u>						
At 31 December 2025	251	34	285	12	1	583
At 31 December 2024	427	45	210	31	1	714

(*) denotes amount less than S\$1,000

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

12. Property, plant and equipment (Continued)

<u>Company</u>	<u>Leasehold land</u> S\$'000	<u>Leasehold improvements</u> S\$'000	<u>Furniture and equipment</u> S\$'000	<u>Motor vehicles</u> S\$'000	<u>Plant and machinery</u> S\$'000	<u>Total</u> S\$'000
<u>Cost</u>						
At 1 January 2024	2,142	591	1,505	273	20	4,531
Additions	560	50	36	-	-	646
Termination of lease (Note 21)	(2,142)	-	-	-	-	(2,142)
Written off	-	(591)	(1,428)	-	(20)	(2,039)
At 31 December 2024	560	50	113	273	-	996
Additions	-	-	-*	-	-	-*
At 31 December 2025	560	50	113	273	-	996
<u>Accumulated depreciation</u>						
At 1 January 2024	1,272	585	1,438	273	20	3,588
Charge for the year	197	7	8	-	-	212
Termination of lease (Note 21)	(1,336)	-	-	-	-	(1,336)
Written off	-	(587)	(1,422)	-	(20)	(2,029)
At 31 December 2024	133	5	24	273	-	435
Charge for the year	176	11	11	-	-	198
At 31 December 2025	309	16	35	273	-	633
<u>Net carrying value</u>						
At 31 December 2025	251	34	78	-	-	363
At 31 December 2024	427	45	89	-	-	561

(*) denotes amount less than S\$1,000

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

12. Property, plant and equipment (Continued)

Property, plant and equipment of the Group and Company include right-of-use assets of S\$251,000 and S\$251,000 (2024: S\$435,000 and S\$427,000) respectively which are presented together with the owned assets of the same class as the underlying assets. Details of the right-of-use assets are disclosed in Note 21(a).

13. Investments in subsidiaries

	<u>Company</u>	
	<u>2025</u> S\$'000	<u>2024</u> S\$'000
Unquoted equity shares, at cost	88,359	88,359
Deemed investment arising from financial guarantees provided to banks on behalf of subsidiaries	1,497	1,481
	<u>89,856</u>	<u>89,840</u>
Less: Impairment loss	(86,571)	(86,571)
Carrying amount	<u>3,285</u>	<u>3,269</u>

The Company issued financial guarantees to financial institutions for credit facilities obtained by its subsidiaries and recorded a deemed financial guarantee fee income in accordance with SFRS(I) 9. The deemed income was amortised over the period of the guarantee. The guarantee fee was not charged by the Company to the subsidiaries. The full amount of the guarantee fee is deemed to be the additional investment in subsidiaries.

Movements in the Company's provision of impairment losses for its investment in subsidiaries as at 31 December are as follows:

	<u>Company</u>	
	<u>2025</u> S\$'000	<u>2024</u> S\$'000
At 1 January	86,571	382,034
Additions during the year	-	233
Written back	-	(2,375)
Written off	-	(293,321)
At 31 December	<u>86,571</u>	<u>86,571</u>

In prior year, the Company has written back impairment loss of S\$2,375,000 for Acma ICCL Pte Ltd and impairment loss of S\$233,000 were recognised for deemed investment in Acot Holdings Pte Ltd consequent to improvement and deterioration respectively of net asset value which approximate to fair value as both companies are dormant subsidiaries.

Impairment loss of S\$102,920,000 and S\$190,401,000 were written off for its investment in Acma Investments Pte Ltd and Acma Technologies Pte Ltd as these two subsidiaries had been liquidated and strike off respectively in prior year.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

13. Investments in subsidiaries (Continued)

Details of subsidiaries directly held by the Company and their cost of investment to the Company as at 31 December are as follows:

	<u>Company</u>	
	<u>2025</u> S\$'000	<u>2024</u> S\$'000
Acma ICCL Pte Ltd	13,039	13,039
Lityan Systems (S) Pte Ltd	75,320	75,320
	<hr/>	<hr/>
	88,359	88,359
Deemed investment in subsidiaries	1,497	1,481
	<hr/>	<hr/>
	89,856	89,840
	<hr/>	<hr/>

(a) Details of subsidiaries held by the Company and its subsidiaries at 31 December are as follows:

<u>Name of company</u>	<u>Principal activities</u>	<u>Country of incorporation</u>	<u>Percentage of effective equity held by the Group</u>	
			<u>2025</u> %	<u>2024</u> %
<u>Held by the Company</u>				
Acma ICCL Pte Ltd	Investment holding	Singapore	100	100
Lityan Systems (S) Pte Ltd	Sales, maintenance and rental of communication equipment, computer equipment, peripherals and other office and industrial equipment and supplies	Singapore	100	100
<u>Held by Subsidiaries</u>				
Acma Engineers Private Limited	Distributor of Hitachi air-conditioner packaged units and multi-split units	Singapore	70	70
Acot Holdings Pte Ltd	Investment holding and trading of tools and moulds	Singapore	100	100
Global Tech Pte Ltd	Investment holding	Singapore	100	100
Ray Tech Acot Singapore Pte Ltd	Mould making and plastic injection parts	Singapore	82.5	82.5

Note: (i) All companies are audited by Forvis Mazars LLP, Singapore.
(ii) All active companies are operating in Singapore.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

13. Investments in subsidiaries (Continued)

(b) Included in the Group are subsidiaries which have non-controlling interests (“NCI”) that are material to the Group:

<u>Subsidiaries</u>	Proportion of ownership interest held by NCI		(Loss)/profit allocated to NCI during the financial year		Accumulated NCI at the reporting date	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
	%	%	S\$'000	S\$'000	S\$'000	S\$'000
Acma Engineers Private Limited	30.0	30.0	(182)	98	377	559
Ray Tech Acot Singapore Pte Ltd	17.5	17.5	4	33	173	169

Summarised financial information (before inter-company eliminations) based on its SFRS(l)s financial statements is as follow:

	Acma Engineers Private Limited		Ray Tech Acot Singapore Pte Ltd	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
	S\$'000	S\$'000	S\$'000	S\$'000
Assets				
Non-current	209	139	10	14
Current	5,677	6,079	1,191	1,242
Liabilities				
Non-current	9	9	-	-
Current	4,620	4,344	210	289
Net assets	1,257	1,865	991	967
Revenue	6,540	8,864	1,359	1,835
(Loss)/Profit after income tax, representing total comprehensive (loss)/profit	(608)	341	25	191
Net cash flows (used in)/generated from operation	(945)	154	73	218

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

14. Inventories

	<u>2025</u> S\$'000	<u>Group</u> <u>2024</u> S\$'000
Trading	2,282	1,193

Inventories are stated after providing the allowance for inventory obsolescence as follows:

	<u>2025</u> S\$'000	<u>Group</u> <u>2024</u> S\$'000
At 1 January	282	262
Allowance on impairment of inventory obsolescence	31	20
Write-off of inventory obsolescence	(7)	-
At 31 December	306	282

15. Trade and other receivables

	<u>Group</u>		<u>Company</u>	
	<u>2025</u> S\$'000	<u>2024</u> S\$'000	<u>2025</u> S\$'000	<u>2024</u> S\$'000
Trade receivables	2,171	2,664	7	-
Less: Loss allowance	(1,606)	(1,669)	-	-
Net trade receivables	565	995	7	-
Other receivables	258	787	-	633
Less: Loss allowance	(99)	-	-	-
Net other receivables	159	787	-	633
Prepayments	371	266	5	4
Sundry deposits	260	260	-	-
Recoverable amounts	341	2,476	1,203	2,990
Tax recoverable	82	11	-	2
Contract assets	244	148	-	-
Contract costs	249	-	-	-
Total	2,271	4,943	1,215	3,629

As at 1 January 2025, the Group's gross trade receivables related to revenue from contracts with customers due from non-related parties amounted to S\$2,171,000 (2024: S\$2,664,000). Trade receivables are non-interest bearing and are generally on 30 to 135 days (2024: 30 to 135 days) credit terms.

Other receivables and sundry deposits are non-trade in nature, non-interest bearing, unsecured, and repayable on demand. As at 31 December 2024, other receivables included an amount due from SSH of S\$630,000 in respect of compensation for the premature termination of a tenancy agreement. During the year 2025, this amount was fully settled.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

15. Trade and other receivables (Continued)

Prepayments mainly consist of advances made to suppliers.

Recoverable amounts are non-trade in nature, non-interest bearing, unsecured, and repayable on demand (except for amount due from ATX of S\$335,000 (2024: S\$2,119,000) on date of liquidation, which will be recovered progressively through the liquidation process).

As at 1 January 2025, the Group's contract assets related to revenue from contracts with customers amounted to S\$244,000 (2024: S\$148,000). The contract assets relates to the revenue recognised to date for satisfied performance obligations but has not been invoiced to the customer as at the financial year end and is transferred to trade receivables at the point when it is invoiced to the customers. Contract assets for the financial year ended 31 December 2025 increased due to more orders remained unbilled to customers.

Contract costs comprise direct costs to fulfil customer contracts that relate to installation activities and are expected to be recovered. Contract costs are amortised to profit or loss as the related revenue is recognised, consistent with the transfer of the related services to the customer.

Net trade and other receivables are mainly denominated in the following currencies as at the reporting date:

	<u>Group</u>		<u>Company</u>	
	<u>2025</u> S\$'000	<u>2024</u> S\$'000	<u>2025</u> S\$'000	<u>2024</u> S\$'000
Singapore dollar	1,630	4,278	1,215	3,629
United States dollar	631	638	-	-
Euro	5	24	-	-
Others	5	3	-	-
	<u>2,271</u>	<u>4,943</u>	<u>1,215</u>	<u>3,629</u>

16. Amounts owing by/(to) subsidiaries

	<u>Company</u>	
	<u>2025</u> S\$'000	<u>2024</u> S\$'000
Amounts owing by subsidiaries	33,085	33,454
Less: Loss allowance, net	(33,085)	(32,584)
Carrying amount	-	870
Amounts owing to subsidiaries	<u>(2,152)</u>	<u>(3,780)</u>

The amounts owing by/(to) subsidiaries are non-trade in nature, unsecured, interest-free and repayable on demand.

Amounts owing by/(to) subsidiaries are denominated in Singapore dollar.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

17. Cash and bank balances

	<u>Group</u>		<u>Company</u>	
	<u>2025</u> S\$'000	<u>2024</u> S\$'000	<u>2025</u> S\$'000	<u>2024</u> S\$'000
Cash and bank balances	1,613	1,977	28	80
Bank overdrafts (Note 22)	-	(429)	-	-
	<u>1,613</u>	<u>1,548</u>	<u>28</u>	<u>80</u>
Cash and cash equivalents for statement of cash flows	<u>1,613</u>	<u>1,548</u>	<u>28</u>	<u>80</u>

Cash and bank balances are mainly denominated in the following currencies as at the reporting date:

	<u>Group</u>		<u>Company</u>	
	<u>2025</u> S\$'000	<u>2024</u> S\$'000	<u>2025</u> S\$'000	<u>2024</u> S\$'000
Singapore dollar	736	1,068	27	79
United States dollar	856	877	1	1
Euro	18	28	-	-
Others	3	4	-	-
	<u>1,613</u>	<u>1,977</u>	<u>28</u>	<u>80</u>

18. Share capital

	<u>Group and Company</u>			
	<u>2025</u> <u>No. of ordinary shares</u> '000	<u>2024</u> '000	<u>2025</u> S\$'000	<u>2024</u> S\$'000
<u>Issued and fully paid:</u>				
At 1 January and 31 December	<u>42,391</u>	<u>42,391</u>	<u>195,039</u>	<u>195,039</u>

The holders of ordinary shares are entitled to dividends as declared from time to time and are entitled to one vote per share without restrictions and have no par value at meetings of the Company.

The Group's and the Company's net asset value per share as at 31 December is as follows:

	<u>Group</u>		<u>Company</u>	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Total equity excluding non-controlling interests (S\$'000)	542	1,912	1,536	2,827
Total number of shares ('000)	<u>42,391</u>	<u>42,391</u>	<u>42,391</u>	<u>42,391</u>
Net asset value per share (cents)	<u>1.28</u>	<u>4.51</u>	<u>3.62</u>	<u>6.67</u>

19. Capital reserve

In the prior year, statutory reserves of S\$2,172,000 were transferred to accumulated losses as a consequence of the disposal/deconsolidation of APX and ATX.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

20. Foreign currency translation reserve

The foreign currency translation reserve comprises foreign exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from the presentation currency of the Group, as well as from the translation of foreign currency loans which form part of the Group's net investments in foreign operations. As the Group disposed/deconsolidation of its foreign operations in prior year, the reserve is nil as at the reporting date.

21. The Group as a lessee

The Group leases motor vehicle and land as at the reporting date. The land under a 3-year lease arrangement, with no option to renew the lease after that date. The Group has made an upfront payment to secure the right-of-use of the 3-year leasehold land. This lease also contains a variable lease payment that are based on a percentage of the land rent paid by the landlord to Jurong Town Corporation.

Recognition exemptions

The Group has certain office leases, warehouse lease and rented apartments with lease terms of 12 months or less and/or of low value. For such leases, the Group has elected not to recognise right-of-use assets and lease liabilities.

(a) Right-of-use assets

The carrying amount of right-of-use assets by class of underlying asset classified within property, plant and equipment are as follows:

	Leasehold land S\$'000	Motor vehicles S\$'000	Total S\$'000
<u>Group</u>			
At 1 January 2024	870	17	887
Addition	560	-	560
Termination of lease (Note 12) ^(#)	(806)	-	(806)
Depreciation	(197)	(10)	(207)
	<hr/>	<hr/>	<hr/>
At 31 December 2024	427	7	434
Depreciation	(176)	(7)	(183)
	<hr/>	<hr/>	<hr/>
At 31 December 2025	251	-	251
<u>Company</u>			
At 1 January 2024	870	-	870
Depreciation	560	-	560
Termination of lease (Note 12) ^(#)	(806)	-	(806)
Depreciation	(197)	-	(197)
	<hr/>	<hr/>	<hr/>
At 31 December 2024	427	-	427
Depreciation	(176)	-	(176)
	<hr/>	<hr/>	<hr/>
At 31 December 2025	251	-	251

(#) Being termination of Acma Ltd.'s leasehold land at 17 Jurong Port Road.

The total cash outflows for leases during the financial year ended 31 December 2025 is S\$91,000 (2024: S\$141,000).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

21. The Group as a lessee (Continued)

(b) Lease liabilities

	<u>Group</u>		<u>Company</u>	
	<u>2025</u> S\$'000	<u>2024</u> S\$'000	<u>2025</u> S\$'000	<u>2024</u> S\$'000
Non-current	32	106	32	106
Current	74	82	74	82
	<u>106</u>	<u>188</u>	<u>106</u>	<u>188</u>

The maturity analysis of lease liabilities is disclosed in Note 28.

Lease liabilities are denominated in Singapore dollar.

(c) Amounts recognised in profit or loss

	<u>Group</u>	
	<u>2025</u> S\$'000	<u>2024</u> S\$'000
Expense relating to short-term leases	182	184
Expense relating to low-value assets	12	14
	<u>194</u>	<u>198</u>

22. Bank borrowings

	<u>Group</u>	
	<u>2025</u> S\$'000	<u>2024</u> S\$'000
<u>Unsecured</u>		
Bank loan	-	15
Bank overdrafts (Note 17)	-	429
Trust receipts and bills payable	571	519
	<u>571</u>	<u>963</u>

Bank borrowings bear interest at rates ranging from 3.94% to 7.69% (2024: 4.50% to 9.19%) per annum.

The effective interest rate of the bank loan at reporting date is 3.70% (2024: 4.50%) per annum and the interest rate is repriced monthly.

Trust receipts and bills payable have maturities between 2 to 3 months (2024: 1 to 5 months).

Bank borrowings are denominated in the following currencies as at the reporting date:

	<u>Group</u>	
	<u>2025</u> S\$'000	<u>2024</u> S\$'000
Singapore dollar	412	586
United States dollar	159	377
	<u>571</u>	<u>963</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

23. Deferred tax liabilities

Details of deferred tax liabilities are as follows:

	Group	
	2025	2024
	S\$'000	S\$'000
Differences in timing of deduction of certain expenses	9	9

24. Trade and other payables

	Group		Company	
	2025	2024	2025	2024
	S\$'000	S\$'000	S\$'000	S\$'000
<u>Non-current</u>				
Other payables	200	200	200	200
<u>Current</u>				
Trade payables	2,337	2,446	230	823
Accruals	1,311	1,282	662	591
Other tax payables	5	12	5	-
Other payables	372	553	-	-
	4,025	4,293	897	1,414

Non-current other payables consisted of an amount due to a director of S\$200,000 (2024: S\$200,000). The amount due to a director is unsecured and interest-free. Under the terms of the arrangement, the amount is not repayable on demand and is not required to be repaid within 12 months after the reporting date.

Trade payables are non-interest bearing and are generally settled within 30 to 90 days (2024: 30 to 90 days) credit terms.

Current other payables included an amount due to a third party of S\$350,000 (2024: S\$500,000). The amount is unsecured, bears interest at 10.80% per annum (2024: 10.80%) and is repayable 30 months (2024: 30 months) from the date of receipt of the loan.

Trade and other payables are denominated in the following currencies as at the reporting date:

	Group		Company	
	2025	2024	2025	2024
	S\$'000	S\$'000	S\$'000	S\$'000
Singapore dollar	2,979	3,076	1,097	1,614
United States dollar	1,224	1,371	-	-
Euro	22	46	-	-
	4,225	4,493	1,097	1,614

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

25. Contract liabilities from contracts with customers

	<u>2025</u> S\$'000	<u>Group</u> <u>2024</u> S\$'000
Deposits from customers	731	526

Deposits from customers relate to revenue not recognised to date but have been paid by the customers as at the financial year end, and is transferred to revenue, at the point when the performance obligation is satisfied.

Contract liabilities for the financial year ended 31 December 2025 increased due to deposits received from customers in the equipment distribution and tooling and plastic injection moulding segment.

The Group's revenue recognised in the financial years that was included in the contract liabilities balance at the beginning of the respective financial years is as follows:

	<u>2025</u> S\$'000	<u>Group</u> <u>2024</u> S\$'000
Equipment distribution	311	755
Tooling and plastic injection moulding	215	285
	<u>526</u>	<u>1,040</u>

26. Contingent liabilities, unsecured

As at 31 December 2025, the Company has given guarantees amounting to S\$3.7 million (2024: S\$15.5 million) to certain banks and suppliers in respect of banking facilities and credit terms granted to the subsidiaries.

The Company has not recognised further liability in addition to the amount initially recognised less cumulative amortisation in respect of the guarantees given to the banks for banking facilities granted to the subsidiaries as the Company's directors have assessed that the likelihood of the subsidiaries defaulting on repayment of its loan is remote.

As at the end of the financial year, the total amount of unsecured loans drawn down and outstanding covered by the guarantees is S\$Nil (2024: S\$1.0 million). Such guarantees are in the form of a financial guarantee as they require the Company to reimburse the respective banks if the respective subsidiaries to which the guarantees were extended fail to make principal or interest repayments when due in accordance with the terms of the borrowings. There has been no default or non-repayment since the utilisation of the banking facilities.

As at the end of the financial year, the Company has also given undertakings to certain subsidiaries to provide continued financial support to these subsidiaries to enable them to operate as going concern and to meet their obligations as and when they fall due for at least 12 months from the financial year end.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

27. Segment information

Reporting format

The operating businesses are organised and managed separately according to the nature of the products and services provided, with each segment representing a strategic business unit that offers different products and serves different markets. For each of the strategic business units, the management reviews internal management reports on a semi-annually basis. The following summary describes the operations in each of the Group's reportable segments.

The management also considers the business from both the business and geographical segment perspective.

Income taxes are managed on a Group basis.

The accounting policies of the operating segments are the same as those described in the summary of material accounting policies. There is no asymmetrical allocation to reportable segments. Management evaluates performance on the basis of profit or loss from operation before income tax expense not including non-recurring gains or losses and foreign exchange gains or losses.

There is no change from prior periods in the measurement methods used to determine reported segment profit or loss.

The Group accounts for inter-segment sales and transfers as if the sales or transfers were to third parties, which approximate market prices. These inter-segment transactions are eliminated on consolidation.

Business segments

The Tooling and Plastic Injection Moulding segment manufactures moulds mainly for the automotive and electronics industries, and produces plastic injected parts for the manufacturing sector.

The Communications, Electronics and Equipment Distribution segment is a diverse supplier of tele-communications, electronics and packaged air-conditioners. It offers products and services in distribution of packaged air-conditioners, and in supply of microwave tele-communications systems and electronic/computer related products.

The Investment segment relates to the investment holding activities of the Group.

Geographical segments

In the Group's geographical segmentation, revenue is segmented based on the locations of the customers in relation to the contractual transactions with the legal entities within the Group. Assets are segmented based on the location where they are situated in relation to the location of the legal entities within the Group.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

27. Segment information (Continued)

(a) Business segments

The following table presents revenue and results information regarding the Group's business segments for the year ended 31 December:

<u>Group</u>	<u>Tooling and plastic injection moulding S\$'000</u>	<u>Communications, electronics and equipment distribution S\$'000</u>	<u>Investment S\$'000</u>	<u>Elimination S\$'000</u>	<u>Consolidated S\$'000</u>
2025					
Revenue					
External customers	1,359	6,540	-	-	7,899
Inter-segment(*)	-	-	1,174	(1,174)	-
Total revenue	1,359	6,540	1,174	(1,174)	7,899
Profit/(Loss) from operations	103	579	(1,858)	-	(1,176)
Depreciation of property, plant and equipment	(4)	(45)	(197)	-	(246)
Finance costs	-	(82)	(10)	-	(92)
Loss on write-off of property, plant & equipment	-	(7)	-	-	(7)
Write-off of other receivables	-	-	(3)	-	(3)
Write-off of other payables	50	-	-	-	50
Allowance on impairment of inventory obsolescence	-	(31)	-	-	(31)
Remeasurement of loss allowance on financial assets, net	-	(36)	-	-	(36)
Profit/(Loss) before income tax	149	378	(2,068)	-	(1,541)
Income tax expense	(7)	-	-	-	(7)
Net profit/(loss) for the financial year	142	378	(2,068)	-	(1,548)

(*) Inter-segment revenues are eliminated on consolidation.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

27. Segment information (Continued)

(a) Business segments (Continued)

The following table presents revenue and results information regarding the Group's business segments for the year ended 31 December:

<u>Group</u>	<u>Tooling and plastic injection moulding S\$'000</u>	<u>Communications, electronics and equipment distribution S\$'000</u>	<u>Investment S\$'000</u>	<u>Tooling and plastic injection moulding (discontinued) S\$'000</u>	<u>Elimination S\$'000</u>	<u>Consolidated S\$'000</u>
2024						
Revenue						
External customers	1,834	7,584	-	12,216	-	21,634
Inter-segment(*)	-	-	1,174	-	(1,174)	-
Total revenue	1,834	7,584	1,174	12,216	(1,174)	21,634
Profit/(Loss) from operations	446	619	(2,066)	1,329	-	328
Depreciation of property, plant and equipment	(8)	(40)	(213)	(140)	-	(401)
Interest income	-	-	3	-	-	3
Finance costs	(382)	(105)	(21)	(30)	-	(538)
Gain on disposal and deconsolidation of subsidiaries	-	-	-	80	-	80
Insurance claim, net of compensation paid	-	620	-	-	-	620
Reversal of over provision of sales commissions	-	288	-	-	-	288
Gain on termination of lease	-	-	277	-	-	277
Loss on write-off of property, plant & equipment	-	-	(10)	-	-	(10)
Allowance on impairment of inventory	-	(20)	-	-	-	(20)
Remeasurement of loss allowance on financial assets, net	-	(33)	-	-	-	(33)
Profit/(Loss) before income tax	56	1,329	(2,030)	1,239	-	594
Income tax (expense)/credit	(37)	(9)	11	216	-	181
Net profit/(loss) for the financial year	19	1,320	(2,019)	1,455	-	775

(*) Inter-segment revenues are eliminated on consolidation.

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

27. Segment information (Continued)

(a) Business segments (Continued)

The following table presents assets and liabilities regarding the Group's business segments as at 31 December:

<u>Group</u>	Tooling and plastic injection moulding S\$'000	Communications, electronics and equipment distribution S\$'000	Investment S\$'000	Consolidated S\$'000
2025				
Segment assets	944	5,062	743	6,749
Total assets	944	5,062	743	6,749
Total liabilities	(419)	(3,823)	(1,415)	(5,657)
Net assets/(liabilities)	525	1,239	(672)	1,092
Capital expenditure – tangible assets	-	122	-	122
Other material non-cash items:				
Depreciation of property, plant and equipment	4	45	197	246
Finance costs	-	82	10	92
Write-off of other payables	(50)	-	-	(50)
Remeasurement of loss allowance on financial assets, net	-	36	-	36
Allowance on impairment of inventory obsolescence	-	31	-	31
Loss on write-off of property, plant and equipment	-	7	-	7
Write-off of other receivables	-	-	3	3

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

27. Segment information (Continued)

(a) Business segments (Continued)

The following table presents assets and liabilities regarding the Group's business segments as at 31 December:

<u>Group</u>	<u>Tooling and plastic injection moulding S\$'000</u>	<u>Communications, electronics and equipment distribution S\$'000</u>	<u>Investment S\$'000</u>	<u>Tooling and plastic injection moulding (discontinued) S\$'000</u>	<u>Consolidated S\$'000</u>
2024					
Segment assets	870	3,896	4,061	-	8,827
Total assets	870	3,896	4,061	-	8,827
Total liabilities	(350)	(3,716)	(2,121)	-	(6,187)
Net assets	520	180	1,940	-	2,640
Capital expenditure – tangible assets	14	81	86	-	181
Other material non-cash items:					
Depreciation of property, plant and equipment	8	40	213	140	401
Interest income	-	-	(3)	-	(3)
Finance costs	382	105	21	30	538
Insurance claim, net of compensation	-	(620)	-	-	(620)
Reversal of over provision of sales commissions	-	(288)	-	-	(288)
Gain on termination of lease	-	-	(277)	-	(277)
Remeasurement of loss allowance on financial assets, net	-	33	-	-	33
Allowance on impairment of inventory obsolescence	-	20	-	-	20
Loss on write-off of property, plant and equipment	-	-	10	-	10
Gain on disposal and deconsolidation of subsidiaries	-	-	-	(80)	(80)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

27. Segment information (Continued)

(b) Geographical segments

The following table presents revenue and certain assets information regarding the Group's geographical segments for the financial years ended 31 December 2025 and 2024:

	Singapore		Europe (including UK)		Rest of Asia		North America and others		PRC (including HK (discontinued))		Consolidated	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000	S\$'000
Group												
Revenue	3,427	3,226	101	79	3,113	4,358	1,258	1,755	-	-	7,899	9,418
- Continued operations	-	76	-	1,163	-	-	-	3,820	-	7,157	-	12,216
- Discontinued operations	-	-	-	-	-	-	-	-	-	-	-	-
Other geographical information:												
Segment assets	6,749	8,827	-	-	-	-	-	-	-	-	6,749	8,827
Total assets	6,749	8,827	-	-	-	-	-	-	-	-	6,749	8,827
Total liabilities	(5,657)	(6,187)	-	-	-	-	-	-	-	-	(5,657)	(6,187)
Net assets	1,092	2,640	-	-	-	-	-	-	-	-	1,092	2,640
Non-current assets	583	714	-	-	-	-	-	-	-	-	583	714

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

27. Segment information (Continued)

Reconciliations of reportable segment revenue, profit or loss and other material items

	<u>2024</u> S\$'000
Revenue	
Total revenue for reportable segments	21,634
Elimination of discontinued operations	(12,216)
	9,418
Profit or loss	
Total loss for reportable segments	(645)
Elimination of discontinued operations	1,239
	594

	<u>Reportable segments</u> S\$'000	<u>Tooling and plastic injection moulding (discontinued)</u> S\$'000	<u>Total</u> S\$'000
Other material items 2024			
Depreciation of property, plant and equipment	(401)	140	(261)
Finance costs	(538)	30	(508)
Remeasurement of loss allowance on financial assets, net	(33)	-	(33)
	(33)	-	(33)

28. Financial instruments and financial risks

	<u>Group</u>		<u>Company</u>	
	<u>2025</u> S\$'000	<u>2024</u> S\$'000	<u>2025</u> S\$'000	<u>2024</u> S\$'000
<u>Financial assets</u>				
Trade and other receivables ⁽¹⁾	1,569	4,666	1,210	3,623
Amounts owing by subsidiaries	-	-	-	870
Cash and bank balances	1,613	1,977	28	80
	3,182	6,643	1,238	4,573
<u>Financial liabilities</u>				
Lease liabilities	106	188	106	188
Bank borrowings	571	963	-	-
Trade and other payables ⁽²⁾	4,220	4,481	1,092	1,614
Amounts owing to subsidiaries	-	-	2,152	3,780
	4,897	5,632	3,350	5,582

(1) excluding prepayments, tax recoverable and contract cost.

(2) excluding other tax payables.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

28. Financial instruments and financial risks (Continued)

The Group's activities expose it to credit risk, market risks (including interest rate risk and foreign currency risk) and liquidity risk. The Group's overall risk management strategy seeks to minimise adverse effects from the volatility of financial markets on the Group's financial performance.

The Board of Directors is responsible for setting the objectives and underlying principles of financial risk management for the Group. The management then establishes the detailed policies such as authority levels, oversight responsibilities, risk identification and measurement, and exposure limits, in accordance with the objectives and underlying principles approved by the Board of Directors.

Credit risk

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in a loss to the Group. The Group has adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral where appropriate, as a means of mitigating the risk of financial loss from defaults.

The Group's credit risk arises mainly from bank balances, trade and other receivables and other debt instruments carried at amortised cost. Bank balances are mainly deposits with banks with high credit-ratings assigned by international credit rating agencies and the Group does not expect the impairment loss from bank balances to be material, if any.

To assess and manage its credit risk, the Group categorises the aforementioned financial assets according to their risk of default. The Group defines default to have taken place when internal or/and external information indicates that the financial asset is unlikely to be received, which could include a breach of debt covenant, and/or where contractual payments are 90 days past due as per SFRS(I) 9's presumption.

In their assessment, the management considers, amongst other factors, the latest relevant credit ratings from reputable external rating agencies where available and deemed appropriate, historical credit experiences, latest available financial information and latest applicable credit reputation of the debtor.

Management has a credit policy in place and the exposure to credit risk is monitored on an on-going basis. The Group has concentrations of credit risk to certain customers. The five largest customers of the Group accounted for approximately 43% (2024: 50%) of the Group's revenue for the year ended 31 December 2025. The Group has credit policies and procedures in place to minimise and mitigate its credit risk exposure.

At 31 December 2025, 63% (2024: 88%) of the Group's trade receivables was due from 5 (2024: 5) major customers. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statements of financial position.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

28. Financial instruments and financial risks (Continued)

Credit risk (Continued)

The Group's internal credit risk grading categories are as follows:

Category	Description	Basis of recognising ECL
1	Low credit risk ^{Note 1}	12-months ECL
2	Non-significant increase in credit risk since initial recognition and financial asset is ≤ 30 days past due	12-months ECL
3	Significant increase in credit risk since initial recognition ^{Note 2} or financial asset is > 30 days past due	Lifetime ECL
4	Evidence indicates that financial asset is credit-impaired ^{Note 3}	Difference between financial asset's gross carrying amount and present value of estimated future cash flows discounted at the financial asset's original effective interest rate
5	Evidence indicates that the management has no reasonable expectations of recovering the write off amount ^{Note 4}	Written off

Note 1. Low credit risk

The financial asset is determined to have low credit risk if the financial assets have a low risk of default, the counterparty has a strong capacity to meet its contractual cash flow obligations in the near term and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the counterparty to fulfil its contractual cash flow obligations. Generally, this is the case when the Group assesses and determines that the debtor has been, is in and is highly likely to be, in the foreseeable future and during the (contractual) term of the financial asset, in a financial position that will allow the debtor to settle the financial asset as and when it falls due.

Note 2. Significant increase in credit risk

In assessing whether the credit risk of the financial asset has increased significantly since initial recognition, the Group compares the risk of default occurring on the financial asset as of reporting date with the risk of default occurring on the financial asset as of date of initial recognition, and considered reasonable and supportable information, that is available without undue cost or effort, that is indicative of significant increases in credit risk since initial recognition.

In assessing the significance of the change in the risk of default, the Group considers both past due (i.e. whether it is more than 30 days past due) and forward looking quantitative and qualitative information.

Forward looking information includes the assessment of the latest performance and financial position of the debtor, adjusted for the Group's future outlook of the industry in which the debtor operates based on independently obtained information (e.g. expert reports, analyst's reports etc.) and the most recent news or market talks about the debtor, as applicable. In its assessment, the Group will generally, for example, assess whether the deterioration of the financial performance and/or financial position, adverse change in the economic environment (country and industry in which the debtor operates), deterioration of credit risk of the debtor, etc. is in line with its expectation as of the date of initial recognition of the financial asset. Irrespective of the outcome of the above assessment, the Group presumes that the credit risk on a financial asset has increased significantly since initial recognition when contract payments are > 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

28. Financial instruments and financial risks (Continued)

Credit risk (Continued)

Note 3. Credit impaired

In determining whether financial assets are credit-impaired, the Group assesses whether one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Evidence that a financial asset is credit impaired includes the following observable data:

- Significant financial difficulty of the debtor;
- Breach of contract, such as a default or being more than 90 days past due;
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for the financial asset because of financial difficulties.

Note 4. Write off

Generally, the Group writes off, partially or fully, the financial asset when it assesses that there is no realistic prospect of recovery of the amount as evidenced by, for example, the debtor's lack of assets or income sources that could generate sufficient cash flows to repay the amounts subjected to the write-off.

The Group performs ongoing credit evaluation of its counterparties' financial condition and generally does not require collateral.

With reference to Note 26, the Company provides financial guarantees to certain banks in respect of bank facilities granted to certain subsidiaries. The date when the Group becomes a committed party to the guarantee is considered to be the date of initial recognition for the purpose of assessing the financial asset for impairment. In determining whether there has been a significant risk of a default occurring on the drawn-down facilities, the Group considered the change in the risk that the specified debtor (i.e. the applicable subsidiaries) will default on the contract. The Company assessed that the credit risk relating to the financial guarantees is insignificant to the Company.

As at the end of the financial year, other than as disclosed above, there was no significant concentration of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statements of financial position.

Trade receivables and contract assets (Note 15)

The Group uses the practical expedient under SFRS(I) 9 in the form of allowance matrix to measure the ECL for trade receivables and contract assets, where the loss allowance is equal to lifetime ECL.

The ECL rates are based on the Group's historical loss experience over the last 3 years, assessed by geographical locations, and are adjusted for forward-looking information and significant macro-economic factors, including external country risk premium for the relevant countries, which incorporate the impact of the economic and geopolitical environment on customers' credit risk.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

28. Financial instruments and financial risks (Continued)

Credit risk (Continued)

Trade receivables and contract assets (Note 15) (Continued)

Trade receivables and contract assets are written off when there is evidence to indicate that the customer is in severe financial difficulty such as being under liquidation or bankruptcy and there are no reasonable expectations for recovering the outstanding balances.

The loss allowance for trade receivables and contract assets are determined as follows:

	<u>Current</u>	<u>Past due less than 90 days</u>	<u>Past due 91 to 180 days</u>	<u>Past due 181 to 360 days</u>	<u>Past due more than 360 days</u>	<u>Total</u>
31 December 2025						
Expected credit loss rates	1%	2%	9%	18%	99%	
Trade receivables and contract assets (S\$'000)	384	325	92	27	1,587	2,415
Loss allowance (S\$'000)	5	7	8	5	1,581	1,606
31 December 2024						
Expected credit loss rates	1%	4%	10%	8%	100%	
Trade receivables and contract assets (S\$'000)	473	469	145	102	1,623	2,812
Loss allowance (S\$'000)	6	18	14	8	1,623	1,669

Other receivables and recoverable amounts (Note 15)

As of 31 December 2025, the Group and the Company recorded other receivables and recoverable amounts of S\$500,000 (2024: S\$3,263,000) and S\$1,203,000 (2024: S\$3,623,000) respectively. Other than the credit-impaired receivable classified under category 4, the Company assessed the impairment loss allowance of these amounts on a 12-month ECL basis consequent to their assessment and conclusion that these receivables have no significant increase in credit risk. Using 12-month ECL, the Company determined that the ECL is insignificant.

Amounts owing by subsidiaries (Note 16)

As of 31 December 2025, the Company recorded amount owing by subsidiaries of S\$Nil (2024: S\$870,000). Other than the credit-impaired receivable classified under category 4, the Company assessed the impairment loss allowance of these amounts on a 12-month ECL basis consequent to their assessment and conclusion that these receivables have no significant increase in credit risk. Using a 12-month ECL, the Company determined that the ECL is insignificant.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

28. Financial instruments and financial risks (Continued)

Credit risk (Continued)

The movement in the loss allowance during the financial year and the Group's exposure to credit risk in respect of the trade receivables and contract assets, other receivables and recoverable amounts are as follows:

Group Internal credit risk grading	Trade receivables and contract assets			Other receivables and recoverable amounts			
	Note (i) S\$'000	Category 4 S\$'000	Total S\$'000	Category 2 S\$'000	Category 4 S\$'000	Category 5 S\$'000	Total S\$'000
Loss allowance							
At 1 January 2024	877	759	1,636	-	465	-	465
Remeasurement of loss allowance on financial assets, net	33	-	33	-	-	-	-
Reclassification between categories	-	-	-	-	(465)	465	-
Write-off of receivables	-	-	-	-	-	(465)	(465)
At 31 December 2024	910	759	1,669	-	-	-	-
Remeasurement of loss allowance on financial assets, net	(63)	-	(63)	99	-	-	99
At 31 December 2025	847	759	1,606	99	-	-	99
Gross carrying amount							
At 31 December 2024	2,053	759	2,812	3,263	-	-	3,263
At 31 December 2025	1,656	759	2,415	599	-	-	599
Net carrying amount							
At 31 December 2024	1,143	-	1,143	3,263	-	-	3,263
At 31 December 2025	809	-	809	500	-	-	500

Note (i): For trade receivables and contract assets, the Group uses the practical expedient under SFRS(I) 9 in the form of an allowance matrix to measure the ECL, where the loss allowance is equal to lifetime ECL.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

28. Financial instruments and financial risks (Continued)

Credit risk (Continued)

The movement in the loss allowance during the financial year and the Company's exposure to credit risk in respect of the amounts owing by subsidiaries, other receivables and recoverable amounts are as follows:

<u>Company</u>	Amounts owing by subsidiaries, other receivables and recoverable amounts		
	<u>Category 2</u> S\$'000	<u>Category 4</u> S\$'000	<u>Total</u> S\$'000
<u>Internal credit risk grading</u>			
<u>Loss allowance</u>			
At 1 January 2024	-	31,453	31,453
Remeasurement of loss allowance on financial assets, net	-	1,131	1,131
At 31 December 2024	-	32,584	32,584
Remeasurement of loss allowance on financial assets, net	-	501	501
At 31 December 2025	-	33,085	33,085
<u>Gross carrying amount</u>			
At 31 December 2024	3,623	33,454	37,077
At 31 December 2025	1,203	33,085	34,288
<u>Net carrying amount</u>			
At 31 December 2024	3,623	870	4,493
At 31 December 2025	1,203	-	1,203

Market risks

The Group's activities expose it primarily to the financial risk of changes in foreign currency exchange rates and interest rates. Except for foreign currency forward contracts used to hedge against foreign currency risk, the Group did not enter into derivative financial instruments to hedge against foreign currency risk and interest rate risk.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Group's interest rate risk relates to interest bearing liabilities.

The Group's policy is to maintain an efficient and optimal interest cost structure using a combination of fixed and variable rate debts, and long and short-term borrowings.

The Group's interest rate risk arises primarily from the floating rate borrowing with financial institutions.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

28. Financial instruments and financial risks (Continued)

Market risks (Continued)

Interest rate risk (Continued)

Interest rate sensitivity analysis

The sensitivity analysis below has been determined based on exposure to interest rate risk at the end of financial years. For floating rate liabilities, the analysis is prepared assuming the amount of liabilities outstanding at the end of financial year was outstanding for the whole year. The sensitivity analysis assumes an instantaneous 5% change in the interest rates from the end of the financial year, with all variables held constant.

	<u>Effective interest rate</u>	<u>Increase in loss before income tax</u>	
		<u>2025</u>	<u>2024</u>
		<u>S\$'000</u>	<u>S\$'000</u>
Trust receipts and bills payable	Note 22	29	26

Foreign currency risk

The Group is exposed to foreign exchange risk on sales, purchases, trade and other receivables, cash and bank balances, trade and other payables, and bank borrowings that are denominated in currencies other than the functional currencies of the respective entities in the Group. The currencies giving rise to this risk are primarily the United States dollar ("USD") and Euro ("EUR").

The Group's exposures to foreign currency are as follows:

	<u>2025</u>		<u>2024</u>	
	<u>USD</u> <u>S\$'000</u>	<u>EUR</u> <u>S\$'000</u>	<u>USD</u> <u>S\$'000</u>	<u>EUR</u> <u>S\$'000</u>
Monetary assets:				
Trade and other receivables	454	5	638	24
Cash and bank balances	856	18	877	28
	<u>1,310</u>	<u>23</u>	<u>1,515</u>	<u>52</u>
Monetary liabilities:				
Trade and other payables	(1,224)	(22)	(1,371)	(46)
Bank borrowings	(159)	-	(377)	-
	<u>(1,383)</u>	<u>(22)</u>	<u>(1,748)</u>	<u>(46)</u>
Net monetary (liabilities)/assets	<u>(73)</u>	<u>1</u>	<u>(233)</u>	<u>6</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

28. Financial instruments and financial risks (Continued)

Market risks (Continued)

Foreign currency risk (Continued)

Foreign currency sensitivity analysis

At 31 December 2025, it is estimated that a five-percentage point weakening of foreign currencies against the functional currency of respective entities, with all variables held constant, would increase the Group's post-tax profit by approximately S\$4,000 (2024: S\$12,000). A five-percentage point strengthening of foreign currencies against the functional currency, with all variables held constant, would have an equal but opposite effect. 5% is the sensitivity rate used when reporting foreign currency risks internally to key management personnel and represents management's assessment of the possible changes in foreign exchange rate.

If the following foreign currencies strengthens by 5% (2024: 5%) against the functional currency of each Group entity, profit or loss will decrease by:

	Loss before income tax	
	2025	2024
	S\$'000	S\$'000
USD	(4)	(12)
EUR	*	*

(*) denotes amount less than S\$1,000

Liquidity risk

Liquidity risk refers to the risk in which the Group is unable to meet its short-term obligations. Liquidity risk is managed by matching the payments and receipts cycle.

The Group monitors its liquidity risk and maintains a level of cash and bank balances deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows.

The Group prepares cash flows projections on a regular basis for its core operations to ensure as far as possible, that it will always have sufficient liquidity to meet its liabilities when due. The Group's operations are financed mainly through trade financing and internal funds. In addition, the Group has access to lines of credit from financial institutions, and within the Group companies, where necessary, as follows:

	Group	
	2025	2024
	S\$'000	S\$'000
Unutilised credit facilities		
- bank overdrafts facilities	1,500	1,071
- trade facilities	9,929	9,981

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

28. Financial instruments and financial risks (Continued)

Liquidity risk (Continued)

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and the Company's financial assets and liabilities at the reporting date based on contractual undiscounted repayment obligations:

	Effective interest rate %	Less than 1 year S\$'000	1 to 5 years S\$'000	Total S\$'000
Group				
<u>Undiscounted financial assets</u>				
Cash and bank balances	-	1,613	-	1,613
Trade and other receivables ⁽¹⁾	-	1,569	-	1,569
As at 31 December 2025		3,182	-	3,182
Cash and bank balances	-	1,977	-	1,977
Trade and other receivables ⁽¹⁾	-	4,666	-	4,666
As at 31 December 2024		6,643	-	6,643
<u>Undiscounted financial liabilities</u>				
Trade and other payables ⁽²⁾	0.00 - 10.80	4,020	200	4,220
Lease liabilities	5.01 - 5.25	78	33	111
Bank borrowings	3.94 - 7.69	571	-	571
As at 31 December 2025		4,669	233	4,902
Trade and other payables ⁽²⁾	0.00 - 10.80	4,281	200	4,481
Lease liabilities	5.01 - 5.25	92	110	202
Bank borrowings	4.50 - 9.19	963	-	963
As at 31 December 2024		5,336	310	5,646
<u>Total net undiscounted financial (liabilities)/assets</u>				
- at 31 December 2025		(1,487)	(233)	(1,720)
- at 31 December 2024		1,307	(310)	997

⁽¹⁾ excluding prepayments, tax recoverable and contract cost.

⁽²⁾ excluding other tax payables.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

28. Financial instruments and financial risks (Continued)

Liquidity risk (Continued)

Analysis of financial instruments by remaining contractual maturities (Continued)

	<u>Effective interest rate</u> %	<u>Less than 1 year</u> S\$'000	<u>1 to 5 years</u> S\$'000	<u>Total</u> S\$'000
<u>Company</u>				
<u>Undiscounted financial assets</u>				
Trade and other receivables ⁽¹⁾	-	1,210	-	1,210
Cash and bank balances	-	28	-	28
As at 31 December 2025		1,238	-	1,238
Trade and other receivables ⁽¹⁾	-	3,623	-	3,623
Amounts owing by subsidiaries	-	870	-	870
Cash and bank balances	-	80	-	80
As at 31 December 2024		4,573	-	4,573
<u>Undiscounted financial liabilities</u>				
Lease liabilities	5.25	78	33	111
Trade and other payables ⁽²⁾	-	891	200	1,091
Amounts owing to subsidiaries	-	2,152	-	2,152
Maximum amount of financial guarantee	-	571	-	571
As at 31 December 2025		3,692	233	3,925
Lease liabilities	5.25	92	110	202
Trade and other payables ⁽²⁾	-	1,414	200	1,614
Amounts owing to subsidiaries	-	3,780	-	3,780
Maximum amount of financial guarantee	-	948	-	948
As at 31 December 2024		6,234	310	6,544
<u>Total net undiscounted financial liabilities</u>				
- at 31 December 2025		(2,454)	(233)	(2,687)
- at 31 December 2024		(1,661)	(310)	(1,971)

⁽¹⁾ excluding prepayments and tax recoverable.

⁽²⁾ excluding other tax payables.

29. Fair value of assets and liabilities

The carrying amounts of cash and bank balances, bank borrowings, current trade and other receivables and payables approximate their respective fair values due to the relative short-term maturity of these financial instruments.

The carrying amount of non-current lease liabilities approximates their fair value as it is measured using discount rates that approximate prevailing market rates. The carrying amount of non-current other payables approximates its fair value because the impact of discounting is not significant, given the amounts involved and the remaining terms.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

29. Fair value of assets and liabilities (Continued)

Valuation policies and techniques

The management of the Group oversees the Group's financial reporting valuation process and is responsible for setting and documenting the Group's valuation policies and procedures. In this regard, the management reports to the Group's audit and risk committee.

It is the Group's policy that where assessed necessary by the management, the Group would engage experts to perform significant complex financial reporting valuations. The management is responsible for selecting and engaging such external experts that possess the relevant credentials and knowledge on the subject of valuation, valuation methodologies, and SFRS(I) 13 *Fair Value Measurement* guidance. The Group's internal financial personnel will undertake non-complex financial reporting valuations.

Significant changes in fair value measurements from period to period are evaluated for reasonableness. The management also reviews at least on an annual basis, the appropriateness of the valuation methodologies and assumptions adopted and evaluates the appropriateness and reliability of the inputs (including those developed internally by the Group) used in the valuations.

The analysis and results of the external valuations are then reported to the audit and risk committee for the latter's comments before presenting the results to the Board of Directors for approval.

30. Capital management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital. The Group's overall strategy remains unchanged from 2024.

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

The gearing ratio is as follows at the reporting date:

	<u>2025</u> S\$'000	<u>2024</u> S\$'000
Total borrowings, lease liabilities and trade and other payables	4,902	5,644
Less: cash and bank balances (Note 17)	<u>(1,613)</u>	<u>(1,977)</u>
Net debt	3,289	3,667
Total equity	<u>1,092</u>	<u>2,640</u>
Total capital	<u>4,381</u>	<u>6,307</u>
Gearing ratio	<u>75.1%</u>	<u>58.1%</u>

The Group is not subjected to externally imposed capital requirements for the financial years ended 31 December 2025 and 2024.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

31. Significant related party transactions

A related party is defined as follows:

- (a) A person or a close member of that person's family is related to the Group and Company if that person:
- (i) Has control or joint control over the Company;
 - (ii) Has significant influence over the Company; or
 - (iii) Is a member of the key management personnel of the Group or Company or of a parent of the Company.
- (b) An entity is related to the Group and the Company if any of the following conditions applies:
- (i) The entity and the Company are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
 - (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
 - (iii) Both entities are joint ventures of the same third party;
 - (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - (v) The entity is a post-employment benefit plan for the benefit of employees of either the Company or an entity related to the Company. If the Company is itself such a plan, the sponsoring employers are also related to the Company;
 - (vi) The entity is controlled or jointly controlled by a person identified in (a);
 - (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity);
 - (viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

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

During the financial year, other than those disclosed elsewhere in the financial statements, the Group had no significant transactions with related parties.

Key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the Group.

Key management personnel remuneration:

	<u>Group</u>		<u>Company</u>	
	<u>2025</u> S\$'000	<u>2024</u> S\$'000	<u>2025</u> S\$'000	<u>2024</u> S\$'000
Short-term benefits	1,136	1,188	662	643
Employers' contribution to defined contribution plans	37	36	21	19
Directors' fees	104	109	104	109
	<u>1,277</u>	<u>1,333</u>	<u>787</u>	<u>771</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONTINUED)

32. Events subsequent to the reporting date

- (a) On 14 January 2026, the Company completed the placement of 8,478,199 new ordinary shares in the capital of the Company at the placement price of S\$0.04 per share and aggregate consideration of approximately S\$339,128.

- (b) The military conflict in the Middle East that began on 28 February 2026 has led to increased uncertainty over regional security, supply chain reliability and global economic conditions. The Group primarily operates in Singapore, with sales generated from Singapore, Europe, North America and Asia.

Based on the information currently available, the Group does not expect the conflict to have any direct material adverse impact on its results for the coming financial year. However, as the situation continues to evolve, the overall impact of the conflict remains uncertain and the Group is therefore unable to provide a reliable quantitative estimate of its potential effect at this time.

The Group will continue to monitor developments closely and will consider implementing appropriate measures, where necessary, to mitigate any potential adverse impact of the conflict on its operations.

STATISTICS OF SHAREHOLDERS

AS AT 17 MARCH 2026

Number of Shares Issued	:	50,869,197
Class of Shares	:	Ordinary Shares

ANALYSIS OF SHAREHOLDERS

Size of Shareholdings	No. of Shareholders	% of Shareholders	No. of Shares	% of Shares
1 - 99	3,847	46.56	118,670	0.23
100 - 1,000	3,216	38.92	1,248,670	2.45
1,001 - 10,000	991	11.99	3,153,863	6.20
10,001 - 1,000,000	196	2.37	8,722,393	17.15
1,000,001 & above	13	0.16	37,625,601	73.97
Total	8,263	100.00	50,869,197	100.00

TOP TWENTY SHAREHOLDERS

Name of Shareholders	No. of Shares	% of Shares
CHEW HUA SENG	6,444,037	12.67
CITIBANK NOMINEES SINGAPORE PTE. LTD	6,430,754	12.64
QUEK SIM PIN	5,816,771	11.43
KGI SECURITIES (SINGAPORE) PTE. LTD	3,940,300	7.75
MOOMOO FINANCIAL SINGAPORE PTE. LTD	3,380,083	6.64
UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	1,873,188	3.68
TAN ENG CHUA EDWIN	1,596,186	3.14
HE YUANXIANG	1,400,000	2.75
LU SHANSONG	1,400,000	2.75
PENG ZHEN	1,400,000	2.75
S P QUEK INVESTMENTS PTE. LTD	1,396,337	2.74
BNP PARIBAS NOMINEES SINGAPORE PTE. LTD	1,350,004	2.65
DBS NOMINEES (PRIVATE) LIMITED	1,197,941	2.35
ZHOU JIANBIAO	520,100	1.02
JOSCA WOO KONG HWA	420,000	0.83
GOH GEOK KHIM	400,001	0.79
CHUA HEE TECK	370,000	0.73
TIGER BROKERS (SINGAPORE) PTE. LTD	284,710	0.56
OCBC SECURITIES PRIVATE LIMITED	257,808	0.51
THU LILY	192,700	0.38
	40,070,920	78.76

SUBSTANTIAL SHAREHOLDERS

Name of Substantial Shareholders	Direct Interest	Deemed Interest	Total	%	Notes
QUEK SIM PIN	5,816,771	1,424,462	7,241,233	14.24	(1)
CHEW HUA SENG	6,444,037	60,000	6,504,037	12.79	(2)
VICTOR LEVIN	-	5,803,069	5,803,069	11.41	(3)
LI FEIZHOU	3,940,000	-	3,940,000	7.75	

Notes:

- (1) Quek Sim Pin is deemed interested in 1,396,337 Acma shares through his ownership of S P Quek Investments Pte Ltd, and 28,125 Acma shares held by his nominees.
- (2) Chew Hua Seng is deemed interested in 60,000 Acma shares held by his nominees.
- (3) Victor Levin is deemed interested in 5,803,069 Acma shares held by his nominees.

SHAREHOLDINGS HELD IN THE HANDS OF THE PUBLIC

Based on information available to the Company as at 17 March 2026, 53.81% of the issued ordinary shares of the Company was held by the public and therefore Rule 723 of the Listing Manual's complied with.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Sixty-First Annual General Meeting (“AGM”) of ACMA LTD. (the “Company”) to be held at 19 Jurong Port Road, Singapore 619093 on Monday, 27 April 2026 at 9.00 a.m. to transact the following businesses.

AS ORDINARY BUSINESS

1. To receive and adopt the Directors’ Statement and Audited Financial Statements of the Company for the financial year ended 31 December 2025 together with the Auditor’s Report thereon.
[Resolution 1]
2. To approve the proposed Directors’ Fees of S\$104,000/- for the financial year ended 31 December 2025. [2024: S\$109,334/-]
[Resolution 2]
3. To re-elect Mr Joseph Foo Chee Hoe, a Director retiring pursuant to Article 93 of the Company’s Constitution.
[Resolution 3]
[See Explanatory Notes]
4. To re-elect Mr Low Cheng Joo, a Director retiring pursuant to Article 93 of the Company’s Constitution.
[Resolution 4]
[See Explanatory Notes]
5. To re-appoint Messrs Forvis Mazars LLP, as the Company’s Auditors and to authorise the Directors to fix their remuneration.
[Resolution 5]
6. To transact any other ordinary business which may properly be transacted at an Annual General Meeting.

SPECIAL BUSINESS

To consider and, if thought fit, to pass the following Ordinary Resolution with or without any modifications:-

7. Authority to allot and issue shares up to fifty per cent (50%) of issued share capital.

THAT pursuant to Section 161 of the Companies Act 1967 of Singapore (the “**Companies Act**”) and Rule 806 of the Listing Manual of the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”), authority be and is hereby given to the Directors of the Company to:
 - (a) (i) issue and allot new shares in the capital of the Company (“**Shares**”) whether by way of rights, bonus or otherwise; and/or

(ii) make or grant offers, agreements or options (collectively, “**Instruments**”) that might or would require Shares to be issued during the continuance of this authority or thereafter, including but not limited to the creation and issue of (as well as adjustments to) securities, warrants, debentures or other instruments convertible into Shares,

at any time and upon such terms and conditions and for such purposes and to such persons as the Directors may in their absolute discretion deem fit; and
 - (b) (notwithstanding that the authority conferred by this Resolution may have ceased to be in force) issue Shares in pursuance of any Instrument made or granted by the Directors while this Resolution was in force.

provided that:
 - (i) the aggregate number of Shares to be issued pursuant to this Resolution (including the Shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) shall not exceed fifty per cent (50%) of the total number of issued Shares (excluding treasury shares and Subsidiary holdings* in each class) (as calculated in accordance with sub-paragraph (ii) below), of which the aggregate number of Shares to be issued other than on a pro-rata

NOTICE OF ANNUAL GENERAL MEETING

basis to existing members of the Company (including shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) shall not exceed twenty per cent (20%) of the total number of issued Shares (excluding treasury shares and Subsidiary holdings in each class) (as calculated in accordance with sub-paragraph (ii) below);

(ii) subject to such other manner of calculation as may be prescribed by the SGX-ST, for the purpose of determining the aggregate number of Shares that may be issued under sub-paragraph (i) above, the percentage of issued Shares shall be based on the total number of issued Shares (excluding treasury shares and Subsidiary holdings in each class) at the time this Resolution is passed, after adjusting for:

(A) any new Shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards, provided the options or awards were granted in compliance with Part VIII of Chapter 8, which are issued and outstanding or subsisting at the time this Resolution is passed; and

(B) any subsequent bonus issue, consolidation or sub-division of Shares;

*“Subsidiary holdings” shall refer to the Company shares held by any subsidiary of the Company in accordance with the provision of the Companies Act.

(iii) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions imposed by the SGX-ST from time to time and the provisions of the Listing Manual of the SGX-ST for the time being in force (in each case, unless such compliance has been waived by the SGX-ST), all applicable legal requirements under the Companies Act and otherwise, and the Constitution for the time being of the Company; and

(iv) such authority shall, unless revoked or varied by the Company in a general meeting, continue in force until the conclusion of the next AGM of the Company or the date by which the next AGM of the Company is required by law to be held, whichever is the earlier.

[Resolution 6]

[See Explanatory Notes]

BY ORDER OF THE BOARD

Keloth Raj Kumar (Mr)
Company Secretary

Singapore,
8 April 2026

NOTICE OF ANNUAL GENERAL MEETING

Explanatory Notes to Ordinary Business:

(i) Resolution 3:

Mr Joseph Foo Chee Hoe is the Lead Independent Director. He will continue in the said capacity upon re-election as a Director of the Company.

Detailed information on this Director (including information as set out in Appendix 7.4.1 of the Listing Manual of the Singapore Exchange Securities Trading Limited) can be found under “Supplemental Information on Directors Seeking Re-election” and “Board of Directors” in the Company’s Annual Report 2025.

(ii) Resolution 4:

Mr Low Cheng Joo is an Independent Director. He will continue in the said capacity upon re-election as a Director of the Company.

Detailed information on this Director (including information as set out in Appendix 7.4.1 of the Listing Manual of the Singapore Exchange Securities Trading Limited) can be found under “Supplemental Information on Directors Seeking Re-election” and “Board of Directors” in the Company’s Annual Report 2025.

(iii) Resolution 6:

The percentage of issued share capital is calculated based on the total number of issued shares excluding treasury shares and Subsidiary holdings in each class at the time of the passing of the resolution approving the mandate after adjusting for:- (a) new shares arising from the conversion or exercise of any convertible securities; (b) new shares arising from the exercise of share options or vesting of share awards, provided the options or awards were granted in compliance with Part VIII of Chapter 8 of the Listing Manual of SGX-ST; and (c) any subsequent bonus issue, consolidation or subdivision of shares.

The proposed **Resolution 6**, if passed, will empower the Directors of the Company from the date of the passing of the Resolution to the earlier of the date of the next AGM, or the date by which the next AGM is required by law to be held, to allot and issue shares and to grant instruments (such as warrants, debentures or other securities) convertible into shares, and to issue shares in pursuance of such instruments, unless such authority is earlier revoked or varied by the members of the Company at a general meeting.

The aggregate number of shares which the Directors may issue (including shares to be issued pursuant to convertibles) under this Resolution shall not exceed fifty per cent (50%) of the total number of issued shares (excluding treasury shares and Subsidiary holdings in each class). For issue of shares other than on a pro rata basis to members of the Company, the aggregate number of shares to be issued (including shares to be issued pursuant to convertibles) shall not exceed twenty per cent (20%) of the total number of issued shares (excluding treasury shares and Subsidiary holdings in each class).

Notes:

Voting by proxy

1. The AGM is being convened and will be held physically at 9.00 a.m. on 27 April 2026 at 19 Jurong Port Road, Singapore 619093. Members, including CPF and SRS Investors, and (where applicable) duly appointed proxies and representatives will be able to ask questions and vote at the AGM by attending the AGM in person. **There will be no option for members to participate virtually.**
2. Printed copies of the Annual Report will be sent to members only if requested by way of the Request Form. The Annual Report will be published on the Company’s website at the URL <https://www.acmaltd.com/financials> and SGX website at the URL <https://www.sgx.com/securities/company-announcements>. The printed copies of this Notice, the accompanying proxy form and Request Form will be sent to members.

NOTICE OF ANNUAL GENERAL MEETING

3. A member (other than a Relevant Intermediary*) entitled to attend and vote at the AGM is entitled to appoint not more than two proxies to attend and vote in his/her stead. A member of the Company which is a corporation is entitled to appoint its authorised representative or proxy to vote on its behalf. A proxy need not be a member of the Company.
4. A member who is not a Relevant Intermediary* is entitled to appoint not more than two proxies to attend and vote at AGM. Where such member's form of proxy appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the form of proxy.
5. A member who is a Relevant Intermediary* is entitled to appoint more than two proxies to attend and vote at AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's form of proxy appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the form of proxy.
6. The duly executed Proxy Form must be submitted through any one of the following means: (a) by depositing a physical copy at the registered office of the Company at 19 Jurong Port Road, Singapore 619093; or (b) by sending a scanned PDF copy by email to enquiries@acmaltd.com, in each case, no later than 9.00 a.m. on 25 April 2026, and failing which, the Proxy Form will not be treated as valid.
7. The Proxy Form must be executed under the hand of the appointor or of his attorney duly authorised in writing. Where the Proxy Form is executed by a corporation, it must be executed under its common seal or under the hand of its officer or attorney duly authorised. Where the Proxy Form is signed on behalf of the appointor by an attorney, the power of attorney (or other authority) or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the Proxy Form, failing which the Proxy Form may be treated as invalid.
8. A corporation which is a member may authorise by resolution of its directors or other governing body such person as it thinks fit to act as its representative with respect to the AGM, in accordance with Section 179 of the Companies Act 1967 of Singapore and the person so authorised shall upon production of a copy of such resolution certified by a director of the corporation to be a true copy, be entitled to exercise the powers on behalf of the corporation so represented as the corporation could exercise in person if it were an individual.
9. The Company shall be entitled to reject the Proxy Form if it is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the Proxy Form.
10. In the case of a member of the Company whose shares are entered against his/her name in the Depository Register, the Company may reject any Proxy Form if the member, being the appointor, is not shown to have shares entered against his/her name in the Depository Register as at 72 hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.
11. A member of the Company who holds his/her shares through a Relevant Intermediary* (including CPF or SRS Investors) and who wish to exercise his/her votes by appointing the Chairman of the Meeting as proxy should approach his/ her Relevant Intermediary* (including his/her CPF Agent Bank or SRS Operator) to submit his/her voting instructions at least seven (7) working days prior to the date of the AGM.

*** A Relevant Intermediary is:**

- (a) a banking corporation licensed under the Banking Act 1970 of Singapore or a wholly-owned subsidiary of such a banking corporation, whose business includes the provision of nominee services and who holds shares in that capacity; or
- (b) a person holding a capital markets services licence to provide custodial services for securities under the Securities Futures Act 2001 of Singapore and who holds shares in that capacity; or

NOTICE OF ANNUAL GENERAL MEETING

- (c) the Central Provident Fund Board established by the Central Provident Fund Act 1953 of Singapore, in respect of shares purchased under the subsidiary legislation made under that Act providing for the making of investments from the contributions and interest standing to the credit of members of the Central Provident Fund, if the Board holds those shares in the capacity of an intermediary pursuant to or in accordance with that subsidiary legislation.
12. All members may submit substantial and relevant questions relating to the business of the AGM by 15 April 2026 at 9.00 a.m. (“**Cut-off Time**”) by either:
- (a) post to Company’s registered office at 19 Jurong Port Road, Singapore 619093; or
 - (b) electronic mail to enquiries@acmaltd.com.
13. After the Cut-Off Time, if there are subsequent clarifications or follow-up on the questions submitted, these will be addressed at the AGM.
14. The Company will endeavour to address questions which are substantial and relevant and received from members who are verifiable against the Depository Register or the Register of Members.

PERSONAL DATA PRIVACY

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/ or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member’s personal data by the Company (or its agents or service providers) for the purpose of the processing, administration and analysis by the Company (or its agents or service providers) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof); and in order for the Company (or its agents or service providers) to comply with any applicable laws, listing rules, take-over rules, regulations and/or guidelines (collectively, the “Purposes”), (ii) warrants that where the member discloses the personal data of the member’s proxy(ies) and/or representative(s) to the Company (or its agents or service providers), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents or service providers) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member’s breach of warranty.

PROXY FORM

ACMA LTD.
(Incorporated in the Republic of Singapore)
Company Registration No. 196500233E

PROXY FORM ANNUAL GENERAL MEETING

IMPORTANT

This Proxy Form is not valid for use by investors who hold shares in the Company through relevant intermediaries (as defined in Section 181 of the Singapore Companies Act), including CPF/SRS investors, and shall be ineffective for all intents and purposes if used or purported to be used by them. Such investors (including CPF/SRS investors), if they wish to vote, should contact their respective relevant intermediaries as soon as possible to specify voting instructions. CPF/SRS investors should approach their respective CPF Agent Banks or SRS Operators at least 7 working days before the AGM to specify voting instructions.

I/We _____ (Name) NRIC/Passport no. _____

of _____ (Address)

being a *member/members of ACMA Ltd. (the "Company"), hereby appoint: -

Name	Address	NRIC / Passport No.	Proportion of Shareholdings	
			No. of Shares	%

And/or (delete as appropriate)

Name	Address	NRIC / Passport No.	Proportion of Shareholdings	
			No. of Shares	%

or failing *him/her/they, the Chairman of the Annual General Meeting (the "AGM") of the Company, as *my/our proxy/proxies to vote for *me/us on *my/our behalf at the AGM of the Company to be held on Monday, 27 April 2026 at 9.00 a.m. at 19 Jurong Port Road, Singapore 619093 and at any adjournment thereof.

The proxy is required to vote as indicated with an "✓" on the resolutions set out in the Notice of Meeting and summarised below. If no specific direction as to voting is given, the proxy/proxies may vote or abstain at his/her/their discretion.

No.	Resolution	Number of Votes For**	Number of Votes Against**	Number of Votes Abstain**
Ordinary Business				
1.	To receive and adopt the Directors' Statement and Audited Financial Statements of the Company for the financial year ended 31 December 2025 together with the Auditors' Report thereon.			
2.	To approve the proposed Directors' Fees of S\$104,000/- for the financial year ended 31 December 2025. [2024: S\$109,334/-]			
3.	To re-elect Mr Joseph Foo Chee Hoe as Director of the Company.			
4.	To re-elect Mr Low Cheng Joo as Director of the Company.			
5.	To re-appoint Messrs Forvis Mazars LLP as the Company's Auditors and to authorise the Directors to fix their remuneration.			
Special Business				
6.	Authority to allot and issue shares up to fifty per cent (50%) of issued share capital.			

*Delete accordingly

**Voting will be conducted by poll. If you wish to exercise all your votes "For" or "Against" the relevant Resolution, please tick (✓) within the relevant box provided. Alternatively, if you wish to exercise your votes both "For" and "Against" the relevant Resolution, please insert the relevant number of Shares in the boxes provided.

Signed this _____ day of _____ 2026

Total No. of Shares in:	No. of Shares
1) CDP Register	
2) Register of Members	

Signature(s) of Member(s)/Common Seal

IMPORTANT: PLEASE READ NOTE OVERLEAF BEFORE COMPLETING THIS PROXY FORM

Notes:

- a) If the member has shares entered against his name in the Depository Register (maintained by The Central Depository (Pte) Limited), he should insert that number of shares. If the member has shares registered in his name in the Register of Members (maintained by or on behalf of the Company), he should insert that number of shares. If the member has shares entered against his name in the Depository Register and shares registered in his name in the Register of Members, he should insert the aggregate number of shares. If no number is inserted, this form of proxy will be deemed to relate to all the shares held by the member.
- b) (1) A member who is not a Relevant Intermediary is entitled to appoint not more than two proxies to attend, speak and vote at the meeting. Where such member's form of proxy appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the form of proxy.
- (2) A member who is a Relevant Intermediary is entitled to appoint more than two proxies to attend, speak and vote at the meeting, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's form of proxy appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the form of proxy.

"Relevant intermediary" has the meaning ascribed to it in Section 181 of the Companies Act 1967.

- c) A proxy need not be a member of the Company.
- d) The instrument appointing a proxy shall be in writing under the hand of the appointor or of his attorney duly authorised in writing or if such appointor is a corporation under its common seal or under the hand of its attorney.
- e) Where an instrument appointing a proxy or proxies is signed on behalf of the appointor by an attorney, the letter or power of attorney or a duly certified copy thereof (failing previous registration with the Company) be lodged with the instrument of proxy, failing which the instrument may be treated as invalid.
- f) The appointment of a proxy or proxies by this instrument shall not preclude a member from attending and voting in person at the Meeting. If a member attends the Meeting in person the appointment of a proxy or proxies shall be deemed to be revoked, and the Company reserves the right to refuse to admit such proxy or proxies to the Meeting.
- g) The duly executed Proxy Form must be submitted through any one of the following means: (a) by depositing a physical copy at the registered office of the Company at 19 Jurong Port Road, Singapore 619093; or (b) by sending a scanned PDF copy by email to enquiries@acmalt.com, in each case, no later than 9.00 a.m. on 25 April 2026, and failing which, the Proxy Form will not be treated as valid.
- h) The Proxy Form must be executed under the hand of the appointor or of his attorney duly authorised in writing. Where the Proxy Form is executed by a corporation, it must be executed under its common seal or under the hand of its officer or attorney duly authorised. Where the Proxy Form is signed on behalf of the appointor by an attorney, the power of attorney (or other authority) or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the Proxy Form, failing which the Proxy Form may be treated as invalid.
- i) The Company shall be entitled to reject this instrument of proxy which is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in this instrument of proxy. In addition, in the case of shares entered in the Depository Register, the Company may reject any instrument appointing a proxy or proxies lodged if the member, being the appointor, is not shown to have shares entered against his name in the Depository Register as at 72 hours before the time appointed for holding the Meeting, as certified by The Central Depository (Pte) Limited to the Company.

Personal Data Privacy

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the Annual General Meeting and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing, administration and analysis by the Company (or its agents) of proxies and representatives appointed for the Annual General Meeting (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the Annual General Meeting (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.



ACMA LTD. 19 Jurong Port Road Singapore 619093