

**Annex A**

| No.                                   | Name of Company/Firm/Limited Liability Partnership | Nature of Interest (whether officer, member or partner) & Extent of Interest | Date of Appointment | Date of Cessation |
|---------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------|---------------------|-------------------|
| <b>Singapore (Non-Listed Company)</b> |                                                    |                                                                              |                     |                   |
| 1                                     | Learn Finance Academy Pte Ltd (dormant company)    | Director and Shareholder                                                     | Mar 2026            | Current           |
| 2                                     | Mitbana Pte Ltd                                    | Director                                                                     | Sep 2023            | Mar 2025          |
| 3                                     | CESMA International Private Limited                | Director                                                                     | Apr 2024            | Mar 2025          |
| 4                                     | ECCL Singapore Pte Ltd                             | Director                                                                     | Mar 2023            | Mar 2025          |
| 5                                     | Global Maintenance Consulting Singapore Pte Ltd    | Director                                                                     | Mar 2023            | Mar 2025          |
| 6                                     | Great Mekong Consultancy Pte Ltd                   | Director                                                                     | Nov 2023            | Mar 2025          |
| 7                                     | Jurong Aextra Investments Pte Ltd                  | Director                                                                     | Apr 2024            | Mar 2025          |
| 8                                     | Jurong Integrated Solutions Pte Ltd                | Director                                                                     | Apr 2024            | Mar 2025          |
| 9                                     | Jurong Overseas Pte Ltd                            | Director                                                                     | Apr 2024            | Mar 2025          |
| 10                                    | KTP Consultants Pte Ltd                            | Director                                                                     | Apr 2024            | Mar 2025          |
| 11                                    | KTP International Pte Ltd                          | Director                                                                     | Apr 2024            | Mar 2025          |
| 12                                    | MMR Services Pte Ltd                               | Director                                                                     | Apr 2023            | Mar 2025          |
| 13                                    | Prostruct Consulting Pte Ltd                       | Director                                                                     | Apr 2024            | Mar 2025          |
| 14                                    | SAA Architects Pte Ltd                             | Director                                                                     | Apr 2024            | Mar 2025          |
| 15                                    | SIPM Consultants Pte Ltd                           | Director                                                                     | Apr 2024            | Mar 2025          |
| 16                                    | SJ Capital (Funds) Pte Ltd                         | Director                                                                     | Sep 2023            | Mar 2025          |
| 17                                    | SJ Defence Services Pte Ltd                        | Director                                                                     | Apr 2023            | Mar 2025          |
| 18                                    | SJ i3 Pte Ltd                                      | Director                                                                     | Apr 2024            | Mar 2025          |
| 19                                    | SJD Consultants Pte Ltd                            | Director                                                                     | Apr 2024            | Mar 2025          |
| 20                                    | SMM Pte Ltd                                        | Director                                                                     | Apr 2023            | Mar 2025          |
| 21                                    | Surbana Consultants Pte Ltd                        | Director                                                                     | Apr 2024            | Mar 2025          |
| 22                                    | Surbana International Consultants Holdings Pte Ltd | Director                                                                     | Mar 2023            | Mar 2025          |
| 23                                    | Surbana Jurong Campus Pte Ltd                      | Director                                                                     | Apr 2023            | Mar 2025          |
| 24                                    | Surbana Jurong Capital (Aviation) Pte Ltd          | Director                                                                     | Mar 2023            | Mar 2025          |
| 25                                    | Surbana Jurong Capital (Enso Q) Pte Ltd            | Director                                                                     | Apr 2019            | Mar 2025          |
| 26                                    | Surbana Jurong Capital (Holdings) Pte Ltd          | Director                                                                     | Feb 2023            | Mar 2025          |
| 27                                    | Surbana Jurong Capital (JID) Pte Ltd               | Director                                                                     | Apr 2023            | Mar 2025          |
| 28                                    | Surbana Jurong Consultants Pte Ltd                 | Director                                                                     | Apr 2024            | Mar 2025          |
| 29                                    | Surbana Jurong Infrastructure Pte Ltd              | Director                                                                     | Apr 2024            | Mar 2025          |
| 30                                    | Surbana Jurong International Holdings Pte Ltd      | Director                                                                     | Mar 2023            | Mar 2025          |
| 31                                    | Surbana Jurong Services Pte Ltd                    | Director                                                                     | Oct 2023            | Mar 2025          |
| 32                                    | Surbana Site Supervisors Pte Ltd                   | Director                                                                     | Apr 2024            | Mar 2025          |
| 33                                    | Surbana Technologies Pte Ltd                       | Director                                                                     | Apr 2023            | Mar 2025          |
| 34                                    | Threesixty Contract Advisory Pte Ltd               | Director                                                                     | Jan 2023            | Mar 2025          |
| 35                                    | Threesixty Cost Management Pte Ltd                 | Director                                                                     | Jan 2023            | Mar 2025          |
| <b>Singapore (Others/ Non-Profit)</b> |                                                    |                                                                              |                     |                   |
| 1                                     | Ren Ci Hospital                                    | Director                                                                     | Jul 2023            | Current           |
| 2                                     | Vanguard Health Fund Limited                       | Director                                                                     | Sep 2025            | Current           |

| Malaysia (Non-Listed Companies)  |                                                                                           |            |          |          |
|----------------------------------|-------------------------------------------------------------------------------------------|------------|----------|----------|
| 1                                | Enso Capital Sdn Bhd                                                                      | Director   | Sep 2023 | Mar 2025 |
| 2                                | Enso Development Sdn Bhd                                                                  | Director   | Sep 2023 | Mar 2025 |
| China (Non-Listed Companies)     |                                                                                           |            |          |          |
| 1                                | 贝加艾奇（上海）建筑设计咨询有限公司<br>B+H Consulting International Inc                                    | Director   | Aug 2023 | Jun 2025 |
| 2                                | 上海盛昱斯杰企业管理有限公司<br>Shanghai Surbana Jurong Entity Management Co, Ltd                       | Supervisor | Aug 2019 | Jun 2025 |
| 3                                | 盛裕(中国)企业管理有限公司<br>Surbana Jurong (China) Entity Management Co, Ltd                        | Supervisor | Nov 2022 | Jun 2025 |
| 4                                | 盛裕投资有限公司<br>Surbana Jurong Investment Holdings Co, Ltd                                    | Supervisor | Aug 2019 | Dec 2025 |
| 5                                | 盛邦（上海）规划设计顾问有限公司<br>Surbana (Shanghai) Planning & Design                                  | Supervisor | Aug 2019 | Jun 2025 |
| 6                                | 裕廊国际工程（苏州）有限公司<br>Jurong International Constructors (Suzhou) Co, Ltd                      | Supervisor | Oct 2020 | Apr 2025 |
| 7                                | 中咨盛裕交通设计研究有限公司<br>China Highway-Surbana Jurong Transportation Design and Research Co, Ltd | Supervisor | Sep 2024 | Mar 2026 |
| Hong Kong (Non-Listed Companies) |                                                                                           |            |          |          |
| 1                                | BH Consulting Hong Kong Limited                                                           | Director   | Aug 2023 | Mar 2025 |
| India (Non-Listed Companies)     |                                                                                           |            |          |          |
| 1                                | Surbana Jurong India Private Limited                                                      | Director   | Jan 2024 | Feb 2025 |
| Australia (Non-Listed Companies) |                                                                                           |            |          |          |
| 1                                | Surbana Jurong Holdings (Australia) Pty Ltd                                               | Director   | Jul 2024 | Mar 2025 |
| 2                                | SMEC Holdings Pty Ltd                                                                     | Director   | Jul 2024 | Mar 2025 |
| 3                                | Robert Bird Group Pty Ltd                                                                 | Director   | Jul 2024 | Mar 2025 |
| Canada (Non-Listed Companies)    |                                                                                           |            |          |          |
| 1                                | B+H Architects Corp                                                                       | Director   | Aug 2023 | Jan 2025 |
| 2                                | B+H International Corp                                                                    | Director   | Aug 2023 | Feb 2025 |
| 3                                | Surbana Jurong Holdings (Canada) Ltd                                                      | Director   | Aug 2023 | Mar 2025 |
| Bermuda (Non-Listed Companies)   |                                                                                           |            |          |          |
| 1                                | Engineering Consultants Underwriters Ltd                                                  | Director   | Jun 2022 | Mar 2025 |