KIM HENG LTD.

(Registration Number: 201311482K)
(Incorporated in the Republic of Singapore)

PROXY FORM
ANNUAL GENERAL MEETING

Important:

1. A member who holds shares under the Central Provident Fund Investment Scheme ("**CPF Investor**") and/or the Supplementary Retirement Scheme ("**SRS Investor**") (as may be applicable) should approach his/her/its respective CPF Agent Bank or SRS Operator by 5.00 p.m. on 17 April 2026, being seven (7) working days before the date of the AGM to submit his/her/its voting instructions.
2. For investors who have used their CPF/SRS monies to buy shares in the Company, this proxy form is not valid for use and shall be ineffective for all intents and purposes if used or purported to be used by them.
3. CPF/SRS investors are requested to contact their respective Agent Banks for any queries they may have with regard to the appointment of the Chairman of the AGM as the proxy.

*I/We, _____ (Name) _____ (*NRIC/Passport no./Company Registration No.)

of _____ (Address)

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

Name	NRIC/Passport No.	Email Address	Proportion of Shareholding(s) to be presented by Proxy	
			No. of Shares	%
Address				

*and/or (delete as appropriate)

Name	NRIC/Passport No.	Email Address	Proportion of Shareholding(s) to be presented by Proxy	
			No. of Shares	%
Address				

or failing the person, or either or both of the persons, referred to above, the Chairman of the Annual General Meeting ("**AGM**") as *my/our *proxy/proxies to vote for *me/us on *my/our behalf, at the AGM of the Company to be held at Genting Hotel Jurong, Genting 3, Level 1, 2 Town Hall Link, Singapore 608516 on Tuesday, 28 April 2026 at 9.30 a.m., and at any adjournment thereof.

*I/We direct *my/our *proxy/proxies to vote for, against or to abstain from voting on the Ordinary Resolutions to be proposed at the AGM as indicated with an "X" in the spaces provided hereunder. If no specific direction as to voting is given, the *proxy/proxies may vote or abstain from voting at *his/her/its discretion.

No.	Ordinary Resolutions	For#	Against#	Abstain#
1.	To receive and adopt the Audited Financial Statements for the financial year ended 31 December 2025 and the Directors' Statement and the Auditors' Report thereon.			
2.	To approve the proposed payment of Directors' fees of S$211,000 for the financial year ending 31 December 2026.			
3.	Re-election of Mr Thomas Tan Keng Siong as a Director of the Company.			
4.	Re-election of Mr Choo Kee Siong as a Director of the Company.			
5.	Re-appointment of Messrs Foo Kon Tan LLP as Auditors of the Company and authority for Directors to fix their remuneration.			
6.	Authority to allot and issue shares.			
7.	Renewal of Share Buyback Mandate.			

* *Delete accordingly*

\# *If you wish to exercise all your votes "For" or "Against" or "Abstain", please indicate with an "X" within the box provided. Otherwise, please indicate number of votes "For" or "Against" or "Abstain" for each resolution within the box provided.*

Dated this _____ day of _____ 2026

Total number of Shares in:	No. of Shares held
(a) CDP Register	
(b) Register of Members	

_____

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

IMPORTANT: Please read notes overleaf

Notes:-

1. Please insert the total number of shares held by you. If you have shares entered against your name in the Depository Register (as defined in Section 81F of the Securities and Futures Act 2001 of Singapore), you should insert that number of shares. If you have shares registered in your name in the Register of Members of the Company, you should insert that number of shares. If you have shares entered against your name in the Depository Register and shares registered in your name in the Register of Members, you should insert the aggregate number of shares against your name in the Depository Register and registered in your name in the Register of Members. If no number is inserted, this form of proxy will be deemed to relate to all the shares held by you.
2. A member of the Company who is note a Relevant Intermediary* is entitled to appoint not more than two (2) proxies to attend and vote, speak and vote on his/her/its behalf at the AGM of the Company, save that no such limit shall be imposed on the number of proxies appointed by members which are nominee companies. A member of the Company which is a corporation is entitled to appoint its authorised representative or proxy to vote on its behalf.

   Where such member appoints two (2) proxies, he/she/it shall specify the proportion of his/her/its shareholding (expressed as a percentage of the whole) to be represented by each proxy. If no such proportion or number is specified, the first named proxy may be treated as representing 100% of the shareholding and any second named proxy as an alternate to the first named.
3. A proxy need not be a member of the Company.
4. A member who is a Relevant Intermediary* is entitled to appoint more than two (2) proxies to attend, speak and vote on his/her/its behalf at the AGM of the Company. Where a member appoints more than two (2) proxies, he/she/it shall specify the proportion of his/her/its shareholding to be represented by each proxy in the form of a proxy.

   *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 hold shares in that capacity; or

   (b) a person holding a capital markets services license to provide custodial services for securities under the Securities and Futures Act 2001 of Singapore and who holds shares in that capacity; or

   (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.

Fold along this line

Affix
Postage
Stamp
Here

The Company Secretary

KIM HENG LTD.

9 Pandan Crescent
Singapore 128465

Fold along this line

5. This instrument appointing a proxy or proxies must be under the hand of the appointer or his attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed under its common seal or under the hand of its attorney or duly authorised officer.
6. The instrument appointing proxy or proxies, together with the power of attorney or other authority (if any) under which it is signed, or notarial certified copy thereof, must submitted via one of the following means: (a) mail to the registered office of the Company at 9 Pandan Crescent, Singapore 128465. or (b) email to Proxy2026@kimheng.com.sg, in each case not later than 72 hours before the time appointed for holding the AGM, i.e. 9.30 a.m. on 25 April 2026. Members are encouraged to submit completed proxy forms electronically via email.
7. The Company shall be entitled to reject the instrument appointing the proxy or proxies if it is incomplete, improperly completed or illegible, or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing the proxy or proxies (including any related attachment or supporting documents). In addition, in the case of a member whose Shares are entered against his/her/its name in the Depository Register, the Company may reject any instrument appointing the proxy or proxies lodged if such member, being the appointor, is not shown to have Shares entered against his/her/its name in the Depository Register as at 72 hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.

Personal data privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 13 April 2026.