

THIS APPENDIX IS IMPORTANT AND REQUIRES YOUR IMMEDIATE ATTENTION. PLEASE READ IT CAREFULLY.

This appendix (the “**Appendix**”) is sent to Shareholders of Kim Heng Ltd. (the “**Company**”), together with the Company’s annual report for the financial year ended 31 December 2025 (the “**2025 Annual Report**”).

IF YOU ARE IN ANY DOUBT AS TO THE ACTION YOU SHOULD TAKE, YOU SHOULD CONSULT YOUR STOCKBROKER, BANK MANAGER, SOLICITOR, ACCOUNTANT, TAX ADVISER OR OTHER PROFESSIONAL ADVISER IMMEDIATELY.

Unless otherwise stated, capitalized terms on this cover are defined in this Appendix under the Section entitled “DEFINITIONS”.

If you have sold or transferred all of your ordinary shares in the capital of the Company, held through The Central Depository (Pte) Limited (“**CDP**”), you need not forward this Appendix to the purchaser or transferee as arrangements will be made by CDP for a separate Appendix together with the Notice of AGM and the Proxy Form which are enclosed with the 2025 Annual Report to be sent to the purchaser or transferee. If you have sold or transferred all of your ordinary shares in the capital of the Company, represented by physical share certificate(s), you should immediately forward this Appendix together with the Notice of the AGM and the attached Proxy Form which are enclosed with the 2025 Annual Report, to the purchaser or the transferee or to the bank, stockbroker or other agent through whom the sale or transfer was effected, for onward transmission to the purchaser or transferee.

*This Appendix has been reviewed by the Company’s sponsor, SAC Capital Private Limited (the “**Sponsor**”). The Appendix has not been examined or approved by the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) and the SGX-ST assumes no responsibility for the contents of this Appendix, including the correctness of any of the statements made or opinions made or reports contained in this Appendix.*

The contact person for the Sponsor is Mr. Bernard Lim (Tel: (65) 6232 3232) at 1 Robinson Road, #21-01 AIA Tower, Singapore 048542.



KIM HENG LTD.

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

APPENDIX TO THE NOTICE OF THE ANNUAL GENERAL MEETING

in relation to

THE PROPOSED RENEWAL OF THE SHARE BUYBACK MANDATE

IMPORTANT DATES AND TIMES

Last date and time for lodgement of Proxy Form	:	9:30 a.m. on 25 April 2026
Date and time of the AGM	:	9:30 a.m. on 28 April 2026
Place of the AGM	:	Genting Hotel Jurong, Genting 3, Level 1, 2 Town Hall Link, Singapore 608516

DEFINITIONS

Unless otherwise stated, the following definitions apply throughout this Appendix:

“AGM”	:	The annual general meeting of the Company to be convened on 28 April 2026 at 9:30 a.m.
“2025 Annual Report”	:	The Annual Report of the Company for the financial year ended 31 December 2025
“ACRA”	:	The Accounting and Corporate Regulatory Authority
“Appendix”	:	This appendix to Shareholders dated 13 April 2026
“Approval Date”	:	The date on which the proposed renewal of Share Buyback Mandate is approved by the Shareholders at the forthcoming AGM
“Board”	:	The board of Directors of the Company as at the date of this Appendix
“Catalist Rules”	:	Section B: Rules of Catalist of the Listing Manual of the SGX-ST, as may be amended, varied, supplemented, or modified from time to time
“CDP”	:	The Central Depository (Pte) Limited
“Companies Act”	:	Companies Act 1967 of Singapore, as may be amended, varied, supplemented or modified from time to time
“Company”	:	Kim Heng Ltd.
“Constitution”	:	The Constitution of the Company, as may be amended, varied supplemented, or modified from time to time
“Controlling Shareholder”	:	A person who: (a) holds directly or indirectly 15% or more of the total number of issued shares excluding treasury shares in the Company. The SGX-ST may determine that a person who satisfies this paragraph is not a controlling shareholder; or (b) in fact exercises control over the Company
“Director(s)”	:	The director(s) of the Company as at the date of this Appendix
“EPS”	:	Earnings per Share
“FY”	:	Financial year of the Company ended or ending 31 December as the case may be
“Group”	:	The Company and its subsidiaries
“Independent Director”	:	An independent director of the Company as at the date of this Appendix
“Latest Practicable Date”	:	18 March 2026, being the latest practicable date prior to the issue of this Appendix

DEFINITIONS

“LPS”	:	Loss per Share
“Market Day”	:	A day on which the SGX-ST is open for trading in securities
“Maximum Price”	:	Has the meaning ascribed to it in Section 2.3.4 of this Appendix
“NAV”	:	Net asset value
“Notice of AGM”	:	The notice of AGM dated 13 April 2026 has been published with the 2025 Annual Report on SGXNet.
“NTA”	:	Net tangible assets
“On-Market Purchase”	:	Has the meaning ascribed to it in Section 2.3.3 of this Appendix
“Off-Market Purchase”	:	Has the meaning ascribed to it in Section 2.3.3 of this Appendix
“Proxy Form”	:	The proxy form attached to this Appendix
“Relevant Period”	:	The period commencing from the date on which the last annual general meeting was held and expiring on the conclusion of the next annual general meeting or on the date by which the next annual general meeting is required by law to be held, whichever is the earlier, after the date the resolution relating to the Share Buyback Mandate is passed
“S\$” and “cents”	:	Singapore dollars and cents respectively, being the lawful currency of Singapore
“Securities and Futures Act”	:	Securities and Futures Act 2001 of Singapore, as may be amended, varied, supplemented or modified from time to time
“SGX-ST”	:	Singapore Exchange Securities Trading Limited
“Share Buyback”	:	The purchase or acquisition of Shares by the Company pursuant to the terms of the Share Buyback Mandate
“Share Buyback Mandate”	:	The general mandate granted by Shareholders on 29 April 2015 that authorizes the Directors to purchase or acquire Shares in accordance with the terms set out in this Appendix, as well as rules and regulations set forth in the Companies Act and the Catalist Rules, the renewal of which is subject to the approval of the Shareholders at the annual general meeting
“Share(s)”	:	Ordinary share(s) in the capital of the Company
“Shareholder(s)”	:	Registered holders of Shares in the register of members of the Company, except where the registered holder is CDP, the term “Shareholders” shall, in relation to such Shares, mean the Depositors whose securities accounts maintained with CDP are credited with Shares
“SIC”	:	Securities Industry Council of Singapore

DEFINITIONS

“Substantial Shareholder”	:	A person who has an interest directly or indirectly, in five per cent (5%) or more of the total number of voting shares (excluding treasury shares) of the Company
“subsidiary holdings”	:	Shares referred to in Section 21(4), 21(4B), 21(6A) and 21(6C) of the Companies Act
“Take-over Code”	:	The Singapore Code on Take-overs and Mergers, as may be amended, varied, supplemented or modified from time to time, and all practice notes, rules and guidelines thereafter, as may be issued or amended from time to time
“Treasury Shares”	:	Shares of the Company that were or treated as having been purchased and held by the Company and have been held continuously by the Company since they were so acquired and have not been cancelled in accordance with Section 76H of the Companies Act
“%” or “per cent”	:	Percentage or per centum

The terms **“Depositor”**, **“Depository Register”** and **“Depository Agent”** shall have the meanings ascribed to them respectively in Section 130A of the Companies Act.

Words importing the singular shall, where applicable, include the plural and *vice versa*, and words importing the masculine gender shall, where applicable, include the feminine and neuter genders and *vice versa*.

References to persons shall include corporations.

The headings in this Appendix are inserted for convenience only and shall be ignored in construing this Appendix.

The term **“subsidiary”** shall have the meaning ascribed to it in Section 5 of the Companies Act.

Any reference in this Appendix to any enactment is a reference to that enactment as for the time being amended or re-enacted. Any word defined under the Companies Act, the Securities and Futures Act, or the Catalist Rules or any modification thereof and not otherwise defined in this Appendix shall, where applicable, have the same meaning ascribed to it under the Companies Act, the Securities and Futures Act or the Catalist Rules or such modification thereof, as the case may be.

Any reference to a time of a day or date in this Appendix shall be a reference to Singapore time or date unless otherwise stated.

Any discrepancies in the figures in this Appendix between the figures listed and the totals thereof are due to rounding. Accordingly, figures shown as totals in this Appendix may not be an arithmetic aggregation of the figures that precede them.

KIM HENG LTD.
(Company Registration Number: 201311482K)
(Incorporated in the Republic of Singapore)

Directors:

Mr. Tan Keng Siong Thomas (Executive Chairman and CEO)
Mr. Choo Kee Siong (Non-Independent Non-Executive Director)
Mr. Tan Kok Kiong Andrew (Independent Director)
Mr. Tran Phuoc (Independent Director)
Mr. Chia Jackson (Independent Director)

Registered Office:

9 Pandan Crescent
Singapore 128465

13 April 2026

To: The Shareholders of Kim Heng Ltd.

Dear Shareholders,

THE PROPOSED RENEWAL OF THE SHARE BUYBACK MANDATE

1. INTRODUCTION

1.1 We refer to:

- (a) the Notice of AGM to the Shareholders of the Company dated 13 April 2026, accompanying the Company's 2025 Annual Report for, convening the AGM to be held on at 9:30 a.m. on 28 April 2026; and
- (b) ordinary Resolution 7 in relation to the proposed renewal of the Share Buyback Mandate under the heading "Special Business" set out in the Notice of AGM.

1.2 The purpose of this Appendix is to provide Shareholders with the relevant information pertaining to the proposed renewal of the Share Buyback Mandate and to seek Shareholders' approval for the resolution in respect thereof to be tabled at the AGM.

1.3 Shareholders are advised that the SGX-ST assumes no responsibility for the contents of this Appendix, including the correctness of any of the statements or opinions made or reports contained in this Appendix.

2. THE PROPOSED RENEWAL OF THE SHARE BUYBACK MANDATE

2.1 Introduction

At the annual general meeting of the Company held on 28 April 2025, Shareholders had approved the renewal of the Share Buyback Mandate to enable the Company to purchase or otherwise acquire Shares in the capital of the Company. As the said Share Buyback Mandate will expire at the forthcoming AGM, being 28 April 2026, the Directors propose that the Share Buyback Mandate be renewed at the Company's forthcoming AGM.

If approved, the renewed Share Buyback Mandate will take effect from the date of the AGM ("**Approval Date**") and continue in force until the date of the next annual general meeting of the Company or such date of the next annual general meeting is required by law or by its Constitution, unless prior thereto, Share Buybacks are carried out to the full extent mandated or the Share Buyback Mandate is revoked or varied by the Company in the annual general meeting. The Share Buyback Mandate will be put to Shareholders for renewal at each subsequent annual general meeting of the Company.

Section 76B(1) of the Companies Act provides, *inter alia*, that notwithstanding Section 76, a Singapore-incorporated company may purchase or otherwise acquire its issued ordinary shares, stocks and preference shares if the purchase or acquisition is expressly permitted under the company's constitution. The Constitution permits the Company to purchase or otherwise acquire shares issued by it. Any purchase or acquisition of shares by the Company would have to be made in accordance with, and in the manner prescribed by, the Companies Act and such other laws and regulations as may, for the time being, be applicable. As the Company is listed on the SGX-ST, it is also required to comply with Part XI of Chapter 8 of the Catalist Rules, which relates to the purchase or acquisition by an issuer of its own issued ordinary shares.

It is also a requirement under the Companies Act and the Catalist Rules that a company which wishes to purchase or acquire its own shares must obtain approval from its shareholders at a general meeting of the Company. Accordingly, approval is being sought from Shareholders at the forthcoming AGM for the proposed renewal of the Share Buyback Mandate.

2.2 RATIONALE AND BENEFITS

The rationale for the Share Buyback Mandate is as follows:

- (i) The Directors and management constantly seek to increase Shareholders' value and to improve, *inter alia*, the return on equity of the Group. A Share Buyback at the appropriate price level is one of the ways through which the return on equity of the Group may be enhanced.
- (ii) The Share Buyback Mandate allows the Directors to optimise the share capital structure of the Group as well as provide flexibility (a) to purchase Shares; and (b) to pay dividends.
- (iii) Short-term speculation may at times cause the market price of the Shares to be depressed below the true value of the Company and the Group. The Share Buyback Mandate provides the Directors with the means to restore investors' confidence and to protect existing Shareholders' investments in the Company in a depressed share-price situation through judicious Share Buybacks to enhance the EPS and/or the NAV per Share. The Share Buybacks enhance the NAV per Share if the Share Buybacks are made at a price below the NAV per Share.
- (iv) In addition, Shares purchased or acquired pursuant to the Share Buyback Mandate and which are held as Treasury Shares may be utilised by the Company to satisfy options or awards granted under any employee share scheme, thus giving the Company greater flexibility to select the most beneficial method of providing Shares to employees.

If and when circumstances permit, the Directors will decide whether (a) to effect the Share Buybacks via on-market purchases or off-market purchases; (b) to make the Share Buybacks using the capital and/or the profits of the Company; and (c) the Shares purchased or otherwise acquired should be held as Treasury Shares or cancelled, after taking into account the amount of surplus cash (if any) available, the prevailing market conditions and the most cost-effective and efficient approach.

While the Share Buyback Mandate would authorise a purchase or acquisition of Shares up to the said 10% limit during the duration referred to in Section 2.3.2 below, Shareholders should note that Share Buybacks may not be carried out to the full 10% limit as authorised. The Directors will only propose to carry out Share Buybacks as and when they consider it to be in the best interests of the Company and/or Shareholders and in circumstances which they believe will not result in a material adverse effect on the liquidity and/or the orderly trading of the Shares and/or financial position of the Group, or result in the Company being delisted from the SGX-ST.

2.3 TERMS OF THE PROPOSED RENEWAL OF THE SHARE BUYBACK MANDATE

The authority and limitations placed on purchases or acquisitions of Shares by the Company under the Share Buyback Mandate, if approved at the AGM, are summarised below:

2.3.1 Maximum Number of Shares

Only Shares which are issued and fully paid-up may be purchased or acquired by the Company.

The total number of Shares that may be purchased or acquired by the Company pursuant to the Share Buyback Mandate shall not exceed 10% of the total number of Shares of the Company, excluding Treasury Shares and subsidiary holdings, as at the Approval Date (unless the Company has effected a reduction of the share capital of the Company in accordance with the applicable provisions of the Companies Act, at any time during the Relevant Period, in which event the total number of Shares shall be taken to be the total number of Shares as altered (excluding any Treasury Shares that may be held by the Company from time to time)). Any Shares which are held as Treasury Shares will be disregarded for the purpose of computing the 10% limit.

As at the Latest Practicable Date, there are no subsidiary holdings.

For illustrative purposes only, based on the existing issued shares excluding 5,067,600 treasury shares of the Company as at the Latest Practicable Date of 704,932,400 Shares, and assuming that no further Shares are issued on or prior to the AGM, not more than 70,493,240 Shares (representing 10% of the issued Shares excluding treasury shares and subsidiary holdings as at that date) may be purchased or acquired by the Company pursuant to the Share Buyback Mandate.

2.3.2 Duration of Authority

Share Buybacks may be made, at any time and from time to time, on and from the Approval Date, up to the earliest of:

- (i) the date by which the next annual general meeting of the Company is held or required by law to be held;
- (ii) the date on which the purchases or acquisitions of Shares pursuant to the Share Buyback Mandate are carried out to the full extent mandated; or
- (iii) the date on which the authority contained in the Share Buyback Mandate is varied or revoked by Shareholders in a general meeting.

The authority conferred on the Directors by the Share Buyback Mandate to purchase or acquire Shares may be renewed at each annual general meeting or an extraordinary general meeting to be convened.

2.3.3 Manner of Purchases or Acquisitions of Shares

Purchases or acquisitions of Shares may be made by way of, *inter alia*:

- (i) on-market purchases, transacted on the SGX-ST through the ready market, through one or more duly licensed stockbrokers appointed by the Company for the purpose ("**On-Market Purchase**"); and/or

- (ii) off-market purchases (if effected otherwise than on the SGX-ST) in accordance with an equal access scheme or schemes as defined in Section 76C of the Companies Act as may be determined or formulated by the Directors as they may consider fit, which scheme(s) shall satisfy all the following conditions (“**Off-Market Purchase**”):
 - (a) offers for the purchase or acquisition of issued Shares shall be made to every person who holds issued Shares to purchase or acquire the same percentage of their issued Shares;
 - (b) all of the abovementioned persons shall be given a reasonable opportunity to accept the offers made; and
 - (c) the terms of all the offers are the same, except that there shall be disregarded:
 - (aa) differences in consideration attributable to the fact that offers may relate to shares with different accrued dividend entitlements;
 - (bb) differences in consideration attributable to the fact that offers relate to shares with different amounts remaining unpaid (if applicable); and
 - (cc) differences in the offers introduced solely to ensure that each person is left with a whole number of shares.

In addition, the Catalyst Rules provide that, in making an Off-Market Purchase in accordance with an equal access scheme, the Company must issue an offer document to all Shareholders which must contain at least the following information:

- (a) the terms and conditions of the offer;
- (b) the period and procedures for acceptances;
- (c) the reasons for the proposed purchase or acquisition of Shares;
- (d) the consequences, if any, of the purchase or acquisition of Shares by the Company that will arise under the Take-over Code or other applicable take-over rules;
- (e) whether the purchase or acquisition of Shares, if made, would have any effect on the listing of the Shares on the SGX-ST;
- (f) details of any purchases or acquisitions of Shares made by the Company in the previous 12 months (whether On-Market Purchases or Off-Market Purchases in accordance with an equal access scheme), giving the total number of Shares purchased, the purchase price per Share or the highest and lowest prices paid for the purchases, where relevant, and the total consideration paid for the purchases; and
- (g) whether the Shares purchased or acquired by the Company will be cancelled or kept as Treasury Shares.

2.3.4 Maximum Purchase Price

The purchase price (excluding brokerage, stamp duties, commission, applicable goods and services tax, clearance fees and other related expenses) to be paid for the Shares will be determined by the Directors or a committee of Directors that may be constituted for the purposes of effecting Share Buybacks. However, the purchase price to be paid for the Shares pursuant to the purchases or acquisitions of the Shares must not exceed:

- (i) in the case of a On-Market Purchase, 105% of the Average Closing Price (as defined hereinafter) of the Shares; and

- (ii) in the case of an Off-Market Purchase pursuant to an equal access scheme, 120% of the Average Closing Price (as defined hereinafter) of the Shares.

in either case, excluding related expenses of the purchase (the “**Maximum Price**”).

For the above purposes of determining the Maximum Price:

“**Average Closing Price**” means the average of the closing market prices of a Share over the last five (5) Market Days on which transactions in the Shares were recorded on the SGX-ST immediately preceding the date of the On-Market Purchase by the Company or, as the case may be, the date of the making of the offer (as defined hereinafter) pursuant to the Off-Market Purchase, and deemed to be adjusted for any corporate action that occurs during the relevant five (5) Market Day period and the day on which the purchases are made;

“**date of the making of the offer**” means the date on which the Company announces its intention to make an offer for an Off-Market Purchase, stating the purchase price (which shall not be more than the Maximum Price for an Off-Market Purchase calculated on the foregoing basis) for each Share and the relevant terms of the equal access scheme for effecting the Off-Market Purchase.

2.4 STATUS OF PURCHASED SHARES

2.4.1 Cancellation of Shares

Any Share which is purchased or acquired by the Company shall, unless held as Treasury Shares to the extent permitted under the Companies Act (as set out below) and the Company’s Constitution, be deemed cancelled immediately on purchase or acquisition, and all rights and privileges attached to that Share will expire on cancellation. Accordingly, the total number of issued Shares will be diminished by the number of Shares purchased or acquired by the Company and which are not held as Treasury Shares.

All Shares purchased or acquired by the Company (other than Treasury Shares held by the Company to the extent permitted under the Companies Act) will be automatically delisted by the SGX-ST, and certificates in respect thereof will be cancelled and destroyed by the Company as soon as reasonably practicable following settlement of any such purchase or acquisition of Shares.

At the time of each purchase or acquisition of Shares by the Company, the Directors will decide whether the Shares purchased or acquired will be cancelled or kept as Treasury Shares, or partly cancelled and partly kept as Treasury Shares, depending on the needs of the Company and as the Directors deem fit in the interest of the Company at that time.

2.4.2 Treasury Shares

Under the Companies Act, Shares purchased or acquired by the Company may be held or dealt with as Treasury Shares. Some of the provisions on Treasury Shares under the Companies Act are summarised below:

(a) Maximum Holdings

The number of Shares held as Treasury Shares cannot at any time exceed 10% of the total number of issued Shares. Any Shares in excess of the 10% limit shall be disposed of or cancelled in accordance with Section 76K of the Companies Act within six (6) months or such further periods as the Registrar may allow.

(b) Voting and Other Rights

The Company cannot exercise any right in respect of Treasury Shares. In particular, the Company cannot exercise any right to attend or vote at meetings and for the purposes of the Companies Act, the Company shall be treated as having no right to vote and the Treasury Shares shall be treated as having no voting rights.

In addition, no dividend may be paid, and no other distribution of the Company's assets may be made, to the Company in respect of Treasury Shares. However, the allotment of Shares as fully paid bonus Shares in respect of Treasury Shares is allowed. A subdivision or consolidation of any Treasury Share into Treasury Shares of a smaller amount is also allowed so long as the total value of the Treasury Shares after the subdivision or consolidation is the same as before.

(c) Disposal and Cancellation

Pursuant to Section 76K of the Companies Act, where Shares are held as Treasury Shares, the Company may at any time:

- (i) sell the Treasury Shares (or any of them) for cash;
- (ii) transfer the Treasury Shares (or any of them) for the purposes of or pursuant to an employees' share scheme, whether for its employees, directors or other persons;
- (iii) transfer the Treasury Shares (or any of them) as consideration for the acquisition of shares in or assets of another company or assets of a person;
- (iv) cancel the Treasury Shares (or any of them); or
- (v) sell, transfer or otherwise use the Treasury Shares for such other purposes as may be prescribed by the Minister of Finance of Singapore.

The Company must make immediate announcement of any sale, transfer, cancellation and/or use of Treasury Shares in accordance with Rule 704(31) of the Catalist Rules. Such announcement must state the following:

- (a) date of the sale, transfer, cancellation and/or use;
- (b) purpose of such sale, transfer, cancellation and/or use;
- (c) number of Treasury Shares sold, transferred, cancelled and/or used;
- (d) number of Treasury Shares before and after such sale, transfer, cancellation and/or use;
- (e) percentage of the number of Treasury Shares against the total number of Shares outstanding in a class that is listed before and after such sale, transfer, cancellation and/or use; and
- (f) value of the Treasury Shares if they are used for a sale, transfer, cancelled and/or use.

2.5 SOURCES OF FUNDS

In financing the purchase and acquisition of Shares, the Company may only apply funds legally available in accordance with its Constitution and the applicable laws in Singapore.

The Company may not purchase or acquire its Shares on the SGX-ST for a consideration other than cash or for settlement otherwise than in accordance with the trading rules of the SGX-ST.

The purchase and acquisition of Shares by the Company shall be made out of the Company's capital and/or distributable profits that are available for payment as dividends so long as the Company is solvent.

For this purpose, pursuant to Section 76(F) of the Companies Act, a company is solvent if

- (a) there is no ground on which the company could be found to be unable to pay its debts;
- (b) if:
 - (i) it is intended to commence winding up of the company and within the period of 12 months immediately after the date of the payment, the company will be able to pay its debts in full within the period of 12 months after the date of commencement of the winding up; or
 - (ii) it is not intended so to commence winding up, the company will be able to pay its debts as they fall due during the 12 months immediately after the date of the payment; and
- (c) the value of the company's assets is not less than the value of its liabilities (including contingent liabilities) and will not after the proposed purchase or acquisition, become less than the value of its liabilities (including contingent liabilities).

In determining that the Company is solvent, the Directors must have regard to the most recently audited financial statements and all other relevant circumstances, and may rely on valuations or estimates of assets or liabilities that are reasonable in the circumstances. In determining the value of contingent liabilities, the Directors may take into account the likelihood of the contingency occurring, as well as any claims that the Company is entitled to make and can reasonably expect to be met to reduce or extinguish the contingent liability.

The Company may use internal source of funds or external borrowings or a combination of both to finance Share Buybacks.

The Directors do not propose to exercise the Share Buyback Mandate in a manner and to such extent that the liquidity and capital adequacy position of the Group would be materially adversely affected.

2.6 FINANCIAL EFFECTS

It is not possible for the Company to realistically calculate or quantify the financial effects of purchases or acquisitions of Shares (excluding brokerage, commission, stamp duties, applicable goods and services tax, clearance fees and other related expenses) that may be made pursuant to the Share Buyback Mandate as it would depend on factors such as, *inter alia*, the aggregate number of Shares purchased or acquired, the purchase prices at the relevant time of purchase or acquisition, the amount (if any) borrowed by the Company to fund the Share Buyback, whether the purchase or acquisition is made out of profits or capital, and whether the Shares purchased or acquired are held in treasury or immediately cancelled on purchase or acquisition.

Where the purchased or acquired Shares are cancelled, the issued share capital of the Company will be reduced by the corresponding total purchase price of the Shares purchased or acquired by the Company. If, on the other hand, the purchased or acquired Shares are not cancelled but held in treasury, then there will be no change in the Company's issued capital.

Where the purchase of Shares is financed through internal resources, it will reduce the cash reserves of the Group and of the Company, and thus the current assets and shareholders' funds of the Group and the Company. This will result in an increase in the gearing ratios of the Group and the Company and a decline in the current ratios of the Group and the Company. The actual impact on the gearing and current ratios will depend on the number of Shares purchased or acquired and the prices at which the Shares are purchased or acquired.

Where the purchase or acquisition of Shares is financed through borrowings, there would be an increase in the gearing ratios of the Group and the Company and a decline in the current ratios of the Group and the Company, with the actual impact dependent on the number of Shares purchased or acquired and the prices at which the Shares are purchased or acquired.

2.6.1 Purchase or Acquisition Out of Capital and/or Profits

Under the Companies Act, purchases or acquisitions of Shares by the Company may be made out of the Company's capital and/or profits so long as the Company is solvent.

Where the consideration paid by the Company for the purchase or acquisition of Shares is made out of profits, such consideration (excluding brokerage, commission, stamp duties, applicable goods and services tax, clearance fees and other related expenses) will correspondingly reduce the amount available for the distribution of cash dividends by the Company.

Where the consideration paid by the Company for the purchase or acquisition of Shares is made out of capital, the amount available for the distribution of cash dividends by the Company will not be reduced.

In any case, no purchase or acquisition of Shares, whether out of capital and/or profits, will be made in circumstances which would have or may have a material adverse effect on the liquidity, working capital requirements and gearing of the Company or the liquidity and capital adequacy position of the Group as a whole.

2.6.2 Number of Shares Purchased or Acquired

Based on 704,932,400 issued Shares (excluding 5,067,600 Treasury Shares) as at the Latest Practicable Date and on the assumptions set out in section 2.3.1, the purchase or acquisition by the Company of up to the maximum limit of 10% of its issued Shares (excluding treasury shares and subsidiary holdings) will result in the purchase or acquisition of 70,493,240 Shares.

2.6.3 Based on Maximum Price Paid for Shares Purchased or Acquired

Assuming that the Company purchases or acquires 70,493,240 Shares (representing the maximum limit of 10% of its issued Shares) at the Maximum Price, the maximum amount of funds required is approximately:

- (a) in the case of On-Market Purchases of Shares, S\$6,276,718 based on S\$0.0890 for one (1) Share (being the price equivalent to 105% above the Average Closing Price of the Shares traded on the SGX-ST for the five (5) consecutive Market Days immediately preceding the Latest Practicable Date); and
- (b) in the case of Off-Market Purchases of Shares, S\$7,173,392 based on S\$0.1018 for one (1) Share (being the price equivalent to 120% above the Average Closing Price of the Shares traded on the SGX-ST for the five (5) consecutive Market Days immediately preceding the Latest Practicable Date).

The Average Closing Price of the Shares traded on the SGX-ST for the five (5) consecutive Market Days immediately preceding the Latest Practicable Date was S\$ 0.0848 (*Source: Bloomberg*).

For illustrative purposes only, on the basis of the assumptions set out in Sections 2.6.2 and 2.6.3 above as well as the following:

- (a) the Share Buyback Mandate had been effective on 1 January 2025;
- (b) there was no issuance of Shares, whether pursuant to the exercise of share options and/or vesting of awards or otherwise, after the Latest Practicable Date;
- (c) there was no usage and/or cancellation of Treasury Shares after the Latest Practicable Date;

- (d) such Share purchases are made entirely out of capital and held as Treasury Shares;
- (e) such Share purchases are funded solely by internal resources
- (f) Transaction and finance costs are disregarded; and
- (g) adjusted for any share buyback by the Company if any on or after 1 January 2025 but no later than the Latest Practicable Date (as set out in Section 2.12),

the financial effects on the audited financial statements of the Company and the Group for FY2025 would have been as set out below.

	On-Market Purchase⁽⁶⁾			
	Group		Company	
	Before Share Buyback	After Share Buyback	Before Share Buyback	After Share Buyback
	S\$'000	S\$'000	S\$'000	S\$'000
Share Capital	74,409	74,409	74,409	74,409
Reserves	(37,909)	(37,909)	–	–
Accumulated Profits	5,440	5,440	5,178	5,178
Treasury Shares	(363)	(6,640)	(363)	(6,640)
Total Equity	48,753	42,476	79,224	72,947
(Loss)/Profit After Tax	(9,584)	(9,584)	834	834
NTA attributable to Shareholders ⁽¹⁾	41,577	35,300	79,224	72,947
Current Assets	59,603	53,326	30,169	23,892
Current Liabilities	87,671	87,671	24,867	24,867
Non-current Liabilities	33,460	33,460	6,205	6,205
Total Borrowings	74,960	74,960	30,708	30,708
Cash and Cash Equivalents	5,365	(912)	12	(6,265)
Working Capital ⁽⁵⁾	(28,068)	(34,345)	5,302	(975)
Net Debt	69,595	75,872	30,696	36,973
No. of Issued Shares excluding Treasury Shares (in Thousand)	704,932	634,439	704,932	634,439
Financial Indicators				
NTA per Share (cents) ⁽²⁾	5.90	5.56	11.24	11.50
Gearing (Net D/E) (times) ⁽³⁾	1.43	1.79	0.39	0.51
Current Ratio (times) ⁽⁴⁾	0.68	0.61	1.21	0.96
Basic (LPS)/EPS (cents)	(1.36)	(1.51)	0.12	0.13

	Off-Market Purchase ⁽⁶⁾			
	Group		Company	
	Before Share Purchase S\$'000	After Share Purchase S\$'000	Before Share Purchase S\$'000	After Share Purchase S\$'000
Share Capital	74,409	74,409	74,409	74,409
Reserves	(37,909)	(37,909)	–	–
Accumulated Profits	5,440	5,440	5,178	5,178
Treasury Shares	(363)	(7,536)	(363)	(7,536)
Total Equity	48,753	41,580	79,224	72,051
(Loss)/Profit After Tax	(9,584)	(9,584)	834	834
NTA attributable to Shareholders ⁽¹⁾	41,577	34,404	79,224	72,051
Current Assets	59,603	52,430	30,169	22,996
Current Liabilities	87,671	87,671	24,867	24,867
Non-current Liabilities	33,460	33,460	6,205	6,205
Total Borrowings	74,960	74,960	30,708	30,708
Cash and Cash Equivalents	5,365	(1,808)	12	(7,161)
Working Capital ⁽⁵⁾	(28,068)	(35,241)	5,302	(1,871)
Net Debt	69,595	76,768	30,696	37,869
No. of Issued Shares excluding Treasury Shares (in Thousand)	704,932	634,439	704,932	634,439
Financial Indicators				
NTA per Share (cents) ⁽²⁾	5.90	5.42	11.24	11.36
Gearing (Net D/E) (times) ⁽³⁾	1.43	1.85	0.39	0.53
Current Ratio (times) ⁽⁴⁾	0.68	0.60	1.21	0.92
Basic (LPS)/EPS (cents)	(1.36)	(1.51)	0.12	0.13

Notes:

- (1) NTA attributable to Shareholders refers to total equity less intangible assets and non-controlling interests.
- (2) NTA per Share is computed based on the NTA attributable to Shareholders divided by the number of issued Shares excluding Treasury Shares.
- (3) Gearing equals to total borrowings less cash divided by total equity.
- (4) Current Ratio equals Current Assets divided by Current Liabilities.
- (5) Notwithstanding the negative working capital, there are reasonable grounds to believe that the Group will be able to pay its debts as and when they fall due as the management is reasonably confident that the Group will be able to secure funding to support its working capital requirements in the near term.
- (6) The disclosed financial effects remain the same irrespective of whether:
 - a. the purchase of the Shares is effected out of capital or profits; or
 - b. the purchased Shares are held in treasury or are cancelled.

Shareholders should note that the financial effects illustrated above, based on the respective aforementioned assumptions are for illustration purposes only. In particular, it is important to note that the analysis above is based on audited consolidated financial statements for FY2025, and is not necessarily representative of future financial performance of the Company and the Group. Although the Share Buyback Mandate would authorise the Company to purchase or acquire up to 10% of the total number of Shares issued by the Company as at the date that the Share Buyback Mandate is obtained, the Company may not necessarily purchase or acquire or be able to purchase or acquire 10% of the total number of Shares issued in full. In addition, the Company may cancel all or part of the Shares purchased or acquired, or hold all or part of the Shares purchased or acquired in treasury.

The Company will take into account both financial and non-financial factors (for example, share market conditions and the performance of the Shares) in assessing the relative impact of a share purchase before execution.

2.7 TAX IMPLICATIONS

Shareholders who are in doubt as to their respective tax positions or the tax implications of Share Buybacks by the Company, or who may be subject to tax whether in or outside Singapore, should consult their own professional advisers.

2.8 REPORTING REQUIREMENTS UNDER THE COMPANIES ACT

Within 14 days of the passing of a Shareholders' resolution to approve the purchases or acquisitions of Shares by the Company, the Company shall lodge a copy of such resolution with ACRA.

Within 30 days of a purchase or acquisition of Shares on the SGX-ST or otherwise, the Company shall lodge with ACRA the notice of the purchase in the prescribed form, such notification including, *inter alia*, details of the purchase, the total number of Shares purchased by the Company, the total number of Shares cancelled, the number of Shares held as Treasury Shares, the Company's issued ordinary share capital before the purchase and after the purchase of Shares, the amount of consideration paid by the Company for the purchase, and whether the Shares were purchased out of the profits or the capital of the Company.

Within 30 days of the cancellation or disposal of Treasury Shares in accordance with the provisions of the Companies Act, the Company shall lodge with ACRA the notice of cancellation or disposal of Treasury Shares in the prescribed form as required by ACRA.

2.9 CATALIST RULES RELATING TO THE ACQUISITION OF SHARES

Rule 871 of the Catalist Rules specifies that a listed company shall notify all purchases or acquisitions of its shares to the SGX-ST not later than 9:00 a.m.:

- (a) in the case of a On-Market Purchase, on the Market Day following the day of purchase or acquisition of any of its shares; and
- (b) in the case of an Off-Market Purchase under an equal access scheme, on the second Market Day after the close of acceptances of the offer.

Such announcement (which must be in the form of Appendix 8D to the Catalist Rules) shall include *inter alia*, details of the total number of shares authorised for purchase, the date of purchase, the total number of shares purchased, the purchase price per share (or the highest price and lowest price per share in the case of On-Market Purchases), the total consideration (including stamp duties and clearing charges) paid for the shares and the number of issued shares (excluding Treasury Shares and subsidiary holdings) after purchase.

While the Catalist Rules do not expressly prohibit any purchase of shares by a listed company during any particular time, because the listed company would be regarded as an “insider” in relation to any proposed purchase or acquisition of its issued shares, the Company will not undertake any purchase of Shares pursuant to the Share Buyback Mandate at any time after any matter or development of a price-sensitive nature has occurred or has been the subject of consideration and/or a decision of the Board until such price-sensitive information has been publicly announced. In particular, in line with the best practices guide on securities dealings issued by the SGX-ST, the Company will not purchase or acquire any Shares during the period commencing one (1) month before the announcement of the Company’s half-year and full year financial statements.

2.10 LISTING STATUS OF THE SGX-ST

The Company does not have any individual shareholding limit or foreign shareholding limit.

The Catalist Rules require a listed company to ensure that at least 10% of equity securities (excluding preference shares and convertible equity securities) in any class that is listed is at all times held by the public. The “public”, as defined under the Catalist Rules, are persons other than Directors, chief executive officer and Substantial Shareholders or Controlling Shareholders of the Company and its subsidiaries, as well as the associates (as defined in the Catalist Rules) of such persons.

As at the Latest Practicable Date, there are 294,885,800 Shares in the hands of the public (as defined above), representing 41.83% of the issued Shares (excluding treasury shares and subsidiary holdings) of the Company. Assuming that the Company purchases 70,493,240 Shares through On-Market Purchases up to the maximum 10% limit pursuant to the Share Buyback Mandate, the number of Shares in the hands of the public would be reduced to 224,392,560 Shares, representing 35.37% of the reduced issued Shares (excluding treasury shares and subsidiary holdings) of the Company as at the Latest Practicable Date.

In undertaking any purchases or acquisitions of its Shares through On-Market Purchases, the Directors will use their best efforts to ensure that a sufficient number of Shares remain in public hands so that the Share Buyback(s) will not:

- (a) adversely affect the listing status of the Shares on the SGX-ST;
- (b) cause market illiquidity; or
- (c) adversely affect the orderly trading of the Shares.

2.11 TAKE-OVER IMPLICATIONS UNDER THE TAKE-OVER CODE

Appendix 2 of the Take-over Code contains the Share Buyback Guidance Note applicable as at the Latest Practicable Date. The take-over implications arising from any purchase or acquisition by the Company of its Shares are set out below:

2.11.1 Obligation to Make a Take-over Offer

If, as a result of any purchase or acquisition by the Company of its Shares, a Shareholder’s proportionate interest in the voting capital of the Company increases, such increase will be treated as an acquisition for the purposes of Rule 14 of the Take-over Code. If such increase results in a change of effective control, or, as a result of such increase, a Shareholder or group of Shareholders acting in concert obtains or consolidates effective control of the Company, such Shareholder or group of Shareholders acting in concert could become obliged to make a mandatory take-over offer for the Company under Rule 14 of the Take-over Code.

Under Rule 14 of the Take-over Code, a person, unless exempted, will be required to make a general offer for a public company if:

- (i) he acquires 30% or more of the voting rights of the company; or
- (ii) he already holds between 30% and 50% of the voting rights of the Company, and he increases his voting rights in the company by more than one per cent (1%) in any period of six (6) months.

2.11.2 Persons Acting in Concert

Under the Take-over Code, persons acting in concert comprise individuals or companies who, pursuant to an agreement or understanding (whether formal or informal), cooperate, through the acquisition by any of them of shares in a company, to obtain or consolidate effective control of that company.

Unless the contrary is established, the following persons will, *inter alia*, be presumed to be acting in concert:

- (a) a company with any of its directors (together with their close relatives, related trusts as well as companies controlled by any of the directors, their close relatives and related trusts);
- (b) a company with its parent company, subsidiaries, its fellow subsidiaries, associated companies of the above companies, any company whose associated companies include any of the above companies and any person who has provided financial assistance (other than a bank in the ordinary course of business) to any of the above companies for the purchase of voting rights;
- (c) a company with any of its pension funds and employee share schemes;
- (d) a person with any investment company, unit trust or other fund in respect of the investment account which such person manages on a discretionary basis;
- (e) a financial or other professional adviser, with its clients in respect of the shareholdings of the adviser and the persons controlling, controlled by or under the same control as the adviser and all the funds which the adviser manages on a discretionary basis, where the shareholdings of the adviser and any of those funds in the client total 10% or more of the client's equity share capital;
- (f) directors of a company, together with their closed relatives, related trusts and companies controlled by any of them, which is the subject to an offer or where they have reason to believe a *bona fide* offer for their company may be imminent;
- (g) partners; and

an individual, his close relatives, his related trusts, and any person who is accustomed to act according to instructions and companies controlled by any of the above and any person who has provided financial assistance (other than a bank in the ordinary course of business) to any of the above for the purchase of voting rights. For this purpose, ownership or control of at least 20% but not more than 50% of the equity share capital of a company will be regarded as the test of associated company status.

The circumstances under which Shareholders (including Directors) and persons acting in concert with them respectively will incur an obligation to make a take-over offer under Rule 14 after a purchase or acquisition of Shares by the Company are set out in Appendix 2 of the Take-over Code.

2.11.3 Effect of Rule 14 and Appendix 2 of the Take-over Code

In general terms, the effect of Rule 14 and Appendix 2 of the Take-over Code is that, unless exempted, Directors of the Company and persons acting in concert with them will incur an obligation to make a take-over offer for the Company under Rule 14 if, as a result of the Company purchasing or acquiring its own Shares, the voting rights of such Directors and their concert parties would increase to 30% or more, or if the voting rights of such Directors and their concert parties fall between 30% and 50% of the Company's voting rights, the voting rights of such Directors and their concert parties would increase by more than one per cent (1%) in any period of six (6) months. In calculating the percentages of voting rights of such Directors and their concert parties, Treasury Shares shall be excluded.

Under Appendix 2 of the Take-over Code, a Shareholder who is not acting in concert with the Directors of the Company will not be required to make a take-over offer under Rule 14 of the Take-over Code if, as a result of the Company purchasing or acquiring its Shares, the voting rights of such Shareholder in the Company would increase to 30% or more, or, if such Shareholder holds between 30% and 50% of the Company's voting rights, the voting rights of such Shareholder would increase by more than one per cent (1%) in any period of six (6) months. Such Shareholder need not abstain from voting in respect of the resolution approving the proposed renewal of the Share Buyback Mandate.

Shareholders are advised to consult their professional advisers and/or the SIC and/or the relevant authorities at the earliest opportunity as to whether an obligation to make a take-over offer would arise by reason of any Share Buybacks.

2.11.4 Concert Party Group

As at the Latest Practicable Date,

- (a) Mr. Tan Keng Siong Thomas ("**Mr. Thomas Tan**"), the Executive Chairman and CEO of the Company, is the registered owner of 900,000 Shares representing 0.13% of the issued and paid-up share capital of the Company;
- (b) KH Group Holdings Pte. Ltd. ("**KH Group**") is the registered owner of 283,347,000 Shares representing 40.19% of the issued and paid-up share capital of the Company;
- (c) Mr. Tan Keng Hoe, Melvin is the registered owner of 200,000 shares, representing 0.03% of the issued and paid-up share capital of the Company; and

Mr. Thomas Tan and his wife, Mdm. Ng Chwee Lian Natalie Amanda, are deemed interested in the Shares held by KH Group by virtue of Section 4 of the Securities and Futures Act. Mr. Thomas Tan is the brother of Mr. Tan Keng Hoe, Melvin. Under the Take-over Code, Mr. Thomas Tan, Mdm. Ng Chwee Lian Natalie Amanda, KH Group and Mr. Tan Keng Hoe Melvin (collectively, the "**Concert Party Group**") are presumed to be concert parties under the Take-over Code, unless the contrary is established.

As at the Latest Practicable Date, the Concert Party Group collectively hold an aggregate of 284,447,000 Shares representing approximately 40.35% of the total number of issued Shares of the Company.

For illustrative purposes, assuming that:

- (a) the Company purchases or acquires 70,493,240 Shares pursuant to the Share Buyback Mandate; and
- (b) there is no change in the number of Shares held by the Concert Party Group,

the aggregate interest (direct and deemed) of Mr. Thomas Tan and persons acting in concert with him would increase from 40.35% to 44.83%, as shown in the table below:

	Before Share Buyback			Total Interest (%) ⁽¹⁾	After Share Buyback (%) ⁽²⁾
	Direct Interest (No. of Shares)	Deemed Interest (No. of Shares)	Total Interest (No. of Shares)		
Thomas Tan ⁽³⁾	900,000	283,347,000	284,247,000	40.32	44.80
Ng Chwee Lian Natalie Amanda ⁽⁴⁾	–	283,347,000	283,347,000	40.19	44.66
KH Group	283,347,000	–	283,347,000	40.19	44.66
Tan Keng Hoe Melvin	200,000	–	200,000	0.03	0.03

Notes:

- (1) Based on 704,932,400 Shares in issue (excluding 5,067,600 Treasury Shares) as at the Latest Practicable Date.
- (2) Based on 634,439,160 Shares in issue (excluding 75,560,840 Treasury Shares assuming the Company has purchased or acquired a maximum of 70,493,240 Shares pursuant to the Share Buyback Mandate).
- (3) Mr. Thomas Tan's deemed interest in the Shares as at the Latest Practicable Date are set out in Section 3.1 of this Appendix.
- (4) Mdm Ng Chwee Lian Natalie Amanda's deemed interest in the Shares as at the Latest Practicable Date are set out in Section 3.2 of this Appendix.

Assuming that the Company purchased or acquired a maximum of 70,493,240 Shares pursuant to the Share Buyback Mandate and assuming that the voting rights of the Concert Party Group as at the Latest Practicable Date of 40.35% remain unchanged, the voting rights of the Concert Party Group will increase from 40.35% to 44.83%. Accordingly, under the Take-over Code, in the event that the aggregate voting rights of the Concert Party Group increases by more than one per cent (1%) in any period of six (6) months, the Concert Party Group, unless exempted, will be required to make a general offer to the other Shareholders under Rule 14 of the Take-over Code.

Based on the Register of Directors' Shareholdings and Register of Substantial Shareholders of the Company as at the Latest Practicable Date as set out in Section 3 of this Appendix, the Directors are not aware of any other Directors or Shareholders who would become obliged to make a take-over offer for the Company under Rule 14 of the Take-over Code if the Company undertakes Share Buybacks, as permitted by the Share Buyback Mandate, up to the maximum limit of 10% of its Shares as at the Latest Practicable Date.

2.11.5 Exemption under Section 3(a) of Appendix 2 of the Take-over Code

Pursuant to Section 3(a) of Appendix 2 of the Take-over Code, Mr. Thomas Tan and persons acting in concert with him will be exempted from the requirement to make a general offer for the Company under Rule 14 of the Take-over Code due to an increase of more than one percent (1%) of their voting rights in any period of six (6) months as a result of Share Buybacks by the Company carried out pursuant to the Share Buyback Mandate, subject to the following conditions:

- (a) the Appendix to Shareholders seeking their approval for the renewal of the Share Buyback Mandate contains advice to the effect that by voting for the resolution to approve the renewal of the Share Buyback Mandate, Shareholders are waiving their right to a general offer at the required price from Mr. Thomas Tan and persons acting in concert with him who, as a result of the Company buying back the Shares, would increase their voting rights by more than one per cent (1%) in any period of six (6) months, and the names and voting rights of Mr. Thomas Tan and the persons acting in concert with him at the time of the resolution and after the proposed Share Buyback to be disclosed in the same Appendix;
- (b) the resolution to approve the renewal of the Share Buyback Mandate is approved by a majority of the Shareholders who are present and voting at the AGM on a poll who could not become obliged to make a general offer for the Company as a result of the Share Buyback by the Company pursuant to the Share Buyback Mandate;
- (c) Mr. Thomas Tan and persons acting in concert with him abstain from voting on and/or recommending Shareholders to vote in favour of the resolution to approve the renewal of the Share Buyback Mandate;
- (d) within seven (7) days of passing the resolution to approve the Share Buyback Mandate, Mr. Thomas Tan submits to the SIC a duly signed form as prescribed by the SIC; and
- (e) Mr. Thomas Tan and persons acting in concert with him not to have acquired and not to acquire any Shares between the date on which they know that the announcement of the proposal renewal of the Share Buyback Mandate is imminent and the earlier of:
 - (i) the date on which the authority of the Share Buyback Mandate expires; and
 - (ii) the date on which the Company announces that it has bought back such number of Shares as authorized by the Company at the latest general meeting or it has decided to cease buying back its Shares, as the case may be,

if such acquisitions, taken together with the Share Buyback, would cause their aggregate voting rights in the Company to increase by more than one per cent (1%) in the preceding six (6) months.

2.11.6 Waiver

Shareholders are advised that by voting in favour of the resolution to approve the renewal of the Share Buyback Mandate, they are waiving their rights to a general offer at the required price from Mr. Thomas Tan and persons acting in concert with him who, as a result of the Share Buybacks pursuant to the Share Buyback Mandate, would increase their aggregate voting rights in the Company by more than one per cent (1%) in any period of six (6) months.

2.11.7 Form 2 submission to the SIC

Form 2 (submission by directors and their concert parties pursuant to Appendix 2) of the Take-over Code is the prescribed form to be submitted to the SIC by a director and persons acting in concert with him pursuant to the conditions for exemption (see Section 2.11.5(d) of this Appendix) from the requirement to make a take-over offer under Rule 14 of the Take-over Code as a result of the buy-back of shares by a listed company under its share purchase mandate.

Mr. Thomas Tan and the persons acting in concert with him have informed the Company that they will be submitting a Form 2 to the SIC within seven (7) days after the passing of the resolution to approve the renewal of the Share Buyback Mandate.

2.12 SHARE BUYBACKS IN THE PREVIOUS TWELVE (12) MONTHS

As at the Latest Practicable Date, the Company did not carry out any share buybacks in the previous twelve (12) months.

3. DIRECTORS' AND SUBSTANTIAL SHAREHOLDERS' INTERESTS

3.1 DIRECTORS' INTERESTS

The interests of the Directors, direct or indirect, in the Shares as extracted from the Company's Register of Directors' Shareholdings, as at the Latest Practicable Date, are as set out below:

	Direct Interest		Deemed Interest	
	Number of Shares	% ⁽¹⁾	Number of Shares	% ⁽¹⁾
Directors				
Thomas Tan ⁽²⁾	900,000	0.13	283,347,000	40.19
Choo Kee Siong ⁽³⁾	–	–	124,999,600	17.73
Chia Jackson	600,000	0.09	–	–

Notes:

- (1) Based on 704,932,400 Shares in issue (excluding 5,067,600 Treasury Shares) as at the Latest Practicable Date.
- (2) Mr. Thomas Tan is deemed interested in 283,347,000 Shares held by KH Group by virtue of Section 4 of the Securities and Futures Act.
- (3) Mr. Choo Kee Siong is deemed interested in the 124,999,600 Shares held by HAGF Investment (I) Pte. Ltd. by virtue of Section 4 of the Securities and Futures Act.

3.2 SUBSTANTIAL SHAREHOLDERS' INTERESTS

The interests of the Substantial Shareholders, direct or indirect, in the Shares as extracted from the Company's Register of Substantial Shareholders, as at the Latest Practicable Date, are as set out below:

Names of Substantial Shareholders	No. of shares registered in the name of Substantial Shareholders or nominees	No. of shares in which Substantial Shareholders are deemed to be interested	Total	Percentage of issued Shares ⁽¹⁾
KH Group	283,347,000	–	283,347,000	40.19
Thomas Tan	900,000 ⁽²⁾	283,347,000 ⁽³⁾	284,247,000	40.32
Ng Chwee Lian Natalie Amanda	–	283,347,000 ⁽⁴⁾	283,347,000	40.19
HAGF Investment (I) Pte. Ltd.	124,999,600	–	124,999,600	17.73
Choo Kee Siong	–	124,999,600 ⁽⁵⁾	124,999,600	17.73
Wee Teng Chuen	–	124,999,600 ⁽⁵⁾	124,999,600	17.73

Notes:

- (1) Based on 704,932,400 Shares in issue (excluding 5,067,600 treasury shares) as at the Latest Practicable Date.
- (2) Mr. Thomas Tan is the registered owner of 900,000 Shares.
- (3) This represents Mr. Thomas Tan's deemed interest of 283,347,000 Shares held in the name of KH Group by virtue of Section 4 of the Securities and Futures Act.
- (4) This represents Mdm. Ng Chwee Lian Natalie Amanda's deemed interest of 283,347,000 Shares held in the name of KH Group.
- (5) HAGF Investment (I) Pte. Ltd. is a wholly-owned subsidiary of Hildrics Asia Growth Fund VCC, a private equity fund managed by Hildrics Capital Pte. Ltd. on a discretionary basis in accordance with the operating and investment conditions and other terms of the investment management agreement under which Hildrics Capital Pte. Ltd. is appointed. The shareholders of Hildrics Capital Pte. Ltd. are Mr Choo Kee Siong and Mr. Wee Teng Chuen, who each have a shareholding of 50%.

4. ABSTENTION FROM VOTING

Pursuant to the conditions referred to in Section 2.11.5 of this Appendix, Mr. Thomas Tan and persons acting in concert with him will abstain from voting at the AGM on the resolution approving the proposed renewal of the Share Buyback Mandate. Mr. Thomas Tan and persons acting in concert with him will also decline to accept appointment as proxies for any Shareholder to vote in respect of the resolution approving the proposed renewal of Share Buyback Mandate, unless the Shareholder concerned has given specific instructions in his proxy form as to the manner in which his votes are to be cast in respect of the said resolution.

5. DIRECTORS' RECOMMENDATION

Having fully considered the rationale and benefit of the proposed renewal of the Share Buyback Mandate, the Directors (save for Mr. Thomas Tan who has abstained from making any recommendation) are of the opinion that the proposed renewal of the Share Buyback Mandate is in the best interests of the Company. For the reasons set out in Section 2.2 of this Appendix, the Directors (save for Mr. Thomas Tan who has abstained from making any recommendation) recommend that Shareholders vote in favour of Ordinary Resolution 7, pertaining to the proposed renewal of the Share Buyback Mandate to be tabled at the AGM.

6. ACTION TO BE TAKEN BY SHAREHOLDERS

Shareholders should refer to the Company's announcement dated 13 April 2026, which has been despatched together with the Notice of AGM, this Appendix and the accompanying Proxy Form and uploaded on SGXNet, for further information, including the steps to be taken by Shareholders to participate at the AGM. Such announcement may also be accessed at the <https://kimheng.listedcompany.com/> and SGXNet at <https://www.sgx.com/securities/company-announcements>.

A depositor holding shares through CDP in Singapore shall not be regarded as a Shareholder entitled to attend the AGM and to speak and vote thereat unless his name appears on the Depository Register as certified by CDP, not less than 72 hours before the time fixed for the AGM.

7. INSPECTION OF DOCUMENTS

Copies of the 2025 Annual Report, this Appendix and the Constitution of the Company are available for inspection at the registered office of the Company at 9 Pandan Crescent, Singapore 128465, during normal business hours from the date of this Appendix to the date of the AGM.

8. DIRECTORS' RESPONSIBILITY STATEMENT

The Directors collectively and individually accept full responsibility for the accuracy of the information given in this Appendix and confirm after making all reasonable enquiries that, to the best of their knowledge and belief, this Appendix constitutes full and true disclosure of all material facts about the proposed renewal of the Share Buyback Mandate, the Company and its subsidiaries, and the Directors are not aware of any facts the omission of which would make any statement in this Appendix misleading.

Where information in this Appendix has been extracted from published or otherwise publicly available sources or obtained from a named source, the sole responsibility of the Directors has been to ensure that such information has been accurately and correctly extracted from those sources and/or reproduced in this Appendix its proper form and context.

Yours faithfully
For and on behalf of the Board of Directors of
KIM HENG LTD.

Tan Keng Siong Thomas
Executive Chairman & CEO