GKE

CORPORATION LIMITED

(Company Registration No.: 200001941G)

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GKE

CORPORATION LIMITED

STRENGTHENING FOUNDATIONS SUSTAINING PROGRESS

ANNUAL REPORT 2026

CORE VALUES 核心价值观

We are committed to providing excellent solutions and services to our customers while delivering greater value to our stakeholders.

我们致力于为客户提供卓越的解决方案和服务，同时为我们的利益相关者创造更大的价值。

CUSTOMER FOCUSED 以客户为中心

We strive to customise effective and efficient solutions and services to meet the evolving needs of our customers.

我们致力于为客户提供量身定制的、高效且切实可行的解决方案和服务，以满足客户不断变化的需求。

PEOPLE 人员

We value and develop personnel who are passionate and committed to growing our businesses with us.

我们重视并培养那些对与我们共同发展事业充满热情并全身心投入的员工。

INTEGRITY 诚信

We value honesty and trustworthiness and deliver on our promises.

我们重视诚实和可靠性，并信守承诺。

TEAMWORK 团队合作

We practice open communication with respect and trust, and we work as a team to achieve our corporate goals.

我们秉承尊重与信任的原则，保持开放的沟通方式，并以团队合作的精神共同实现公司目标。

SAFETY MATTERS 安全至上

We take priority and responsibility to ensure workplace safety.

我们始终将保障工作场所安全视为首要任务并承担相应责任。

OUR VISION 我们的愿景

We strive to become one of the largest integrated warehousing and logistics solution providers in Singapore.

我们致力于成为新加坡最大的综合仓储与物流解决方案提供商之一。

OUR MISSION 我们的使命

We are committed to delivering effective solutions for our customers and generating value for our shareholders.

我们致力于为客户提供有效的解决方案，并为股东创造价值。

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CORPORATE PROFILE

GKE Corporation Limited 锦佳集团 ("GKE" or the "Company" and together with its subsidiaries, the "Group") is a prominent integrated provider of warehousing and logistics solutions. The Group offers comprehensive, end-to-end multimodal supply chain management solutions and services. GKE has made strategic investments including infrastructural materials and services business in China, as well as agriculture and retail and distribution in Singapore. The Group's business activities are categorised into two broad areas: (i) warehouse & logistics and (ii) strategic investments.

The Group's facilities host one of the best material handling systems, with the most up-todate safety and security features. It harnesses information technology capabilities to improve order visibility, maximise operational efficiency, effective inventory management, and reduces cost on overall supply chain for its customers across a variety of industries.

The Group provides total integrated and comprehensive warehousing and logistics solutions and services that include general cargo storage, dangerous cargo storage (Class 2, 3, 4, 5.1, 6.1, 8, and 9), bonded and license warehousing services, conventional transportation, container trucking, project logistics, international multi-modal sea and air freight forwarding services, marine logistics, and specialty chemical storage with ancillary services. The Group has also established its support services at Singapore's port operations to further enhance the logistics value chain.

The Group's strategic investments encompass businesses in infrastructural materials and services in China, along with agriculture and retail and distribution in Singapore. Its wholly-owned subsidiary, Wuzhou Xing Jian Readymix Co., Ltd, primarily focuses on the manufacturing and supplying of ready-mix concrete ("RMC") products for the infrastructural development and construction sector in Wuzhou City. This business is further expanded to include a wholly-owned RMC manufacturing facility and a 24% stake in a recycling facility for construction material waste, both located in Cenxi City. The agricultural business is dedicated to indoor cultivation of vegetables and the development of agritech solutions, employing an automated controlled-environment approach to ensure food safety and maintain optimal growth conditions for the vegetable crops. The retail and distribution business, through a joint venture partnership, manages retail outlets that offer lifestyle products, along with a comprehensive range of Singtel-related products and services, which include mobile handsets and accessories, broadband solutions, Singtel TV, and smart home solutions.

GKE is listed on the Catalist Board of Singapore Exchange Securities Trading Limited under stock code 595 since 2003.

This annual report has been reviewed by the Company's sponsor, RHT Capital Pte. Ltd. (the "Sponsor"). It has not been examined or approved by the Singapore Exchange Securities Trading Limited (the "Exchange") and the Exchange assumes no responsibility for the contents of this document, including the correctness of any of the statements or opinions made or reports contained in this document.

The contact person for the Sponsor is Ms. Lim Joe Min at 36 Robinson Road, #10-06 City House, Singapore 068877, Email: sponsor@rhtgoc.com

BUSINESS OPERATIONS

The **GKE** Group of companies are categorised into two broad areas: (i) warehouse and logistics and (ii) strategic investments. Strategic investments are focused on (i) infrastructural materials and services, (ii) agriculture and (iii) retail and distribution.

WAREHOUSE & LOGISTICS

The Group operates its warehousing and logistics business under the brand name "**GKE**", providing fully integrated and comprehensive warehousing and logistics supply chain solutions and services, as well as port management & stevedoring services through its subsidiaries. These solutions and services aim to enhance operational efficiency and cater to the diverse needs of customers across various industries. The Group uses advanced technology and a skilled workforce to optimise supply chain processes, ensuring timely support to its customers.

The **GKE** Group of companies under the warehouse and logistics segment comprises the following subsidiaries:

GKE Warehousing & Logistics offers end-to-end warehousing and logistics solutions and services to its customers in the consumer products, manufacturing, electronics, pharmaceuticals, chemicals (including dangerous goods), and retail industries. Logistics services include receiving cargoes at destinations, storing and managing inventory at the Group's warehouses, and coordinating delivery to designated recipients in Singapore and around the world.

GKE Express Logistics offers heavy haulage and handling services, out-of-gauge transportation services, and specialises in managing project logistics. It manages and operates a fleet of vehicles, including prime movers and trailers.

GKE Freight has a committed and responsive team that leverages its multi-modal transportation capabilities via sea, air, and land, as well as its network of overseas agents, to coordinate and satisfy the freight forwarding requirements of its customers.

GKE Marquis has expertise in chemical storage and management, with experience handling and storing hazardous items such as chemical products and flammable materials. It also provides industrial coating blending services and maritime supply support services.

GKE Services provides port management and stevedoring services, as well as cleaning services at Singapore's seaport and at the airport, respectively.

GKE Fair Chem operates as a specialty chemicals warehouse, providing chemical storage, distribution, toll blending, chemical repacking and specialty chemical manufacturing in Singapore.

GKE Logistics Services offers logistics solutions encompassing warehousing, transportation, and freight services in Dubai, United Arab Emirates.

BUSINESS OPERATIONS

STRATEGIC INVESTMENTS

As the Group strengthens its foundation in the warehouse and logistics sector, it aims to explore and incubate viable businesses across various sectors to counterbalance risk. This strategic diversification bolsters the Group's resilience and positions it for sustainable growth in a rapidly evolving market.

These strategic investments consist of:

(i) Infrastructural Materials and Services

Wuzhou Xing Jian Readymix Co., Ltd 梧州市星建混凝土有限公司 ("Wuzhou Xing Jian") was established in 2013 and is primarily engaged in the manufacturing and supply of environmentally friendly ready-mix concrete ("RMC"). The automated RMC manufacturing plant commenced commercial production since June 2016.

Through Wuzhou Xing Jian, the Group expanded its investments to encompass another wholly-owned automated RMC manufacturing plant, Cenxi Xing Jian Readymix Co., Ltd 岑溪市星建混泥土有限公司, as well as a 24% stake in a construction material waste recycling plant, Cenxi Haoyi Recycling Co., Ltd 岑溪市好易再生资源有限公司, located in Cenxi City, China.

(ii) Agriculture

The Group established GKE Agritech to enter the agriculture sector, focusing specifically on indoor farming for vegetables and the development of agritech solutions. The company employs a controlled-environment farming approach, utilising automation and sensors to ensure food safety and maintain optimal growing conditions for the vegetable crops.

(iii) Retail and Distribution

The Group has established a joint venture partnership, GKE Retails, which operates as a distributor, wholesaler, and retailer of mobile communication services and accessories in Singapore. This retail and distribution business manages retail outlets that offer lifestyle products, in addition to a comprehensive range of Singtel-related products and services, including mobile handsets and accessories, broadband solutions, Singtel TV, and smart home solutions.

LETTER TO SHAREHOLDERS

MR. CHEN YONGHUA
Executive Chairman
and Executive Director

MR. NEO CHEOW HUI
Chief Executive Officer
and Executive Director

DEAR SHAREHOLDERS,

At GKE, we are dedicated to supporting our customers in both our primary warehouse and logistics division, as well as our strategic investments division. Despite our efforts, some customers have faced difficulties due to ongoing global trade tensions, geopolitical conflicts, and tariff uncertainty. This macro situation, coupled with our planned expansion initiatives, affected our financial performance for the financial year ending 31 May 2026 ("FY26").

In recent years, we have transformed the first level of the 39 Benoi warehouse, which houses 30,000 square feet of general cargo storage, into a hazardous materials ("DG") storage facility, expanded into retail and distribution of lifestyle products through a joint venture, GKE Retails Pte. Ltd., and successfully secured new customers in the marine and fast-moving consumer goods sectors. Some of our initiatives aim to increase the utilisation of our warehouse storage capacity while also optimising our bespoke client solutions and value-added services. Although these initiatives are still in their early stages, they have contributed to the Group's revenue in FY26.

We are encouraged that the Group's recent business expansion and new client acquisition initiatives have begun to yield results, offsetting temporary slowdowns in some business areas. The ongoing asset enhancement project at 7 Kwong Min Road reduced the Group's specialty chemicals storage capacity; ongoing conflict in the Middle East disrupted warehouse operations in Dubai; and adverse weather conditions, coupled with a temporary softening in market demand, lowered ready-mix concrete sales at our infrastructural materials and services business in China. Despite these challenges, the Group's revenue rose 8.8% year-on-year to S$137.6 million in FY26, up from S$126.5 million in FY25.

Despite the Group's implementation of rigorous cost management and prudent resource allocation during FY26, gross profit was buffered to an 8.1% year-on-year decline as a result of changes in the business portfolio, a temporary slowdown in specific business segments and initial investments in new businesses. Gross profit decreased from S$36.4 million in FY25 to S$33.4 million in FY26 and correspondingly, the composite gross margin decreased from 28.8% in FY25 to 24.3% in FY26. The Group will continue our commitment to strengthening cost management, enhancing operational efficiency, and optimising resource allocation, thereby laying a more robust foundation for sustainable long-term growth.

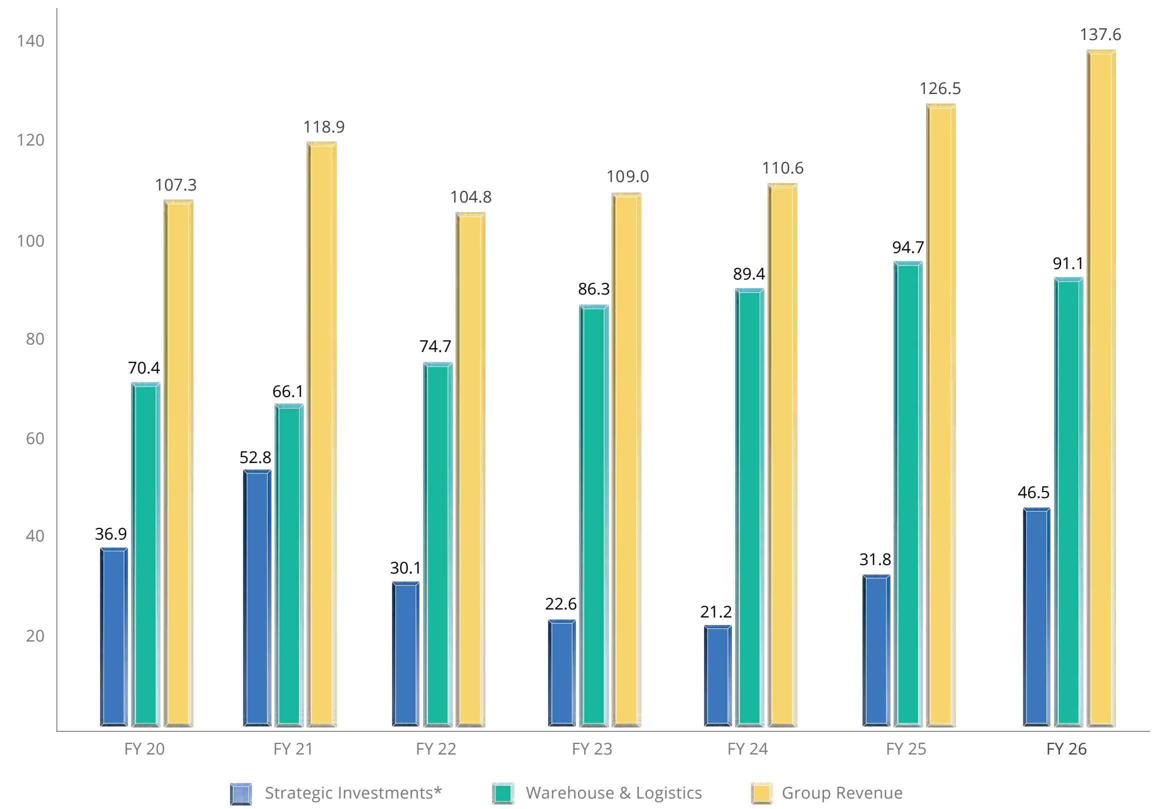
Taking into account operating, finance, and tax expenses, the Group registered a net profit attributable to shareholders of S$3.2 million in

FY26, from S$8.8 million in FY25. The decrease in net profit was primarily due to an increase in the allowance for expected credit losses for receivables in the infrastructural materials and services segment, a provision for impairment of property, plant and equipment in the agriculture segment, and additional costs in the retail and distribution segment, as well as a higher effective tax rate as a result of an increase in non-deductible expenses.

Nonetheless, our Group's balance sheet remains robust, with net asset value increasing from S$100.1 million as at 31 May 2025 to S$109.4 million as at 31 May 2026. However, the net asset value per share declined slightly, from 13.00 Singapore cents as at 31 May 2025 to 12.73 Singapore cents as at 31 May 2026. This decrease was attributed to the share placement of 88.12 million shares that was completed in October 2025, through which the Group successfully raised approximately S$8.5 million from institutional investors.

STRENGTHENING FOUNDATIONS AND SUSTAINING PROGRESS

Financial year ended 31 May (S$'million)



LETTER TO SHAREHOLDERS

Over the past few years, even in the aftermath of the Covid pandemic, GKE Group has maintained our growth momentum. In our commitment to serve our customers across diverse industries effectively, we have upheld our core values by consistently investing in new technologies, enhancing employees' skills, and upgrading our facilities, including our refurbished DG storage facility. These efforts aim to improve our operational efficiency and bolster our financial stability. Additionally, our gearing ratio has decreased from 84.2% in FY20 to 30.6% in FY26. This significant improvement allows us to explore opportunities to further consolidate our foundations, thereby providing the Group with greater financial flexibility to seize future growth opportunities.

We are committed to providing a comprehensive suite of warehousing and logistics solutions, as well as value-added services, to customers across various industries. These efforts continue to yield positive results, with several prominent new international clients having entrusted us with their warehousing and logistics arrangements. As our warehousing and logistics business operations in Singapore continued to stabilise, we seized the opportunity to enter into a letter of intent with Jebel Ali Free Zone FZE in June 2026. Under this proposed agreement, the Group plans to lease a plot of land in the Jebel Ali Free Zone South, Dubai, United Arab Emirates, to develop and operate our warehouse infrastructure for up to 50 years. The launch of this project is contingent on geopolitical stability in the Middle East. While we proceed cautiously with our overseas expansion, we have commenced a small-scale warehousing operation in Dubai to gain experience and establish a solid foundation for the Group's future regional growth.

In recent years, we have expanded our strategic investments by incorporating both the agriculture segment and the retail and distribution segment into the portfolio, thereby further broadening the Group's revenue base. We adopt a long-term perspective in our strategic investment planning and recognise that different industries have unique development cycles and sector-specific fluctuations. Nonetheless, we are confident that our business teams are gaining valuable experience and enhancing their capacity to tackle challenges; as a result, these business segments will gradually improve their competitiveness and resilience. The Group remains committed to staff development and business growth to create sustainable long-term value.

ACKNOWLEDGMENT AND APPRECIATION

We would like to express our gratitude to our fellow directors for their invaluable contributions. Their advice and support have been beneficial to the Group in the last financial year. Their expertise has played an instrumental role in assisting the management in overcoming the macroeconomic challenges we faced. As we forge forward, we anticipate that our close collaboration with the Board will continue as we work together to advance the Group's strategic objectives and achieve long-term sustainable development.

LETTER TO SHAREHOLDERS

On behalf of the Board, we would like to convey our sincere gratitude to all members of GKE Group, including our management and staff, for their unwavering dedication and contributions. We also extend our appreciation to our bankers, business partners, and customers for their continued support and trust in GKE Group.

As a gesture of appreciation to our shareholders for their support, we maintained an interim cash dividend of 0.05 Singapore cents per share, which was paid on 13 February 2026. Although the earnings performance in the second half of FY26 was affected by unforeseen circumstances, the Board is pleased to propose a final (tax-exempt) cash dividend of 0.10 Singapore cents per share. This brings the total dividend for FY26 to 0.15 Singapore cents per share, representing a dividend payout of approximately 39.8% (FY25: 34.8%). The payment for the final dividend is subject to shareholders' approval at our forthcoming annual general meeting on 25 September 2026.

In light of the macroeconomic circumstances, we remain resolute in our commitment to fortifying our foundations as we strive to achieve new milestones together with our stakeholders.

CHEN YONGHUA 陈永华
Executive Chairman
and Executive Director

NEO CHEOW HUI 梁昭辉（鹏飞）
Chief Executive Officer
and Executive Director

致股东的信

致诸位股东

在锦佳集团(“GKE集团”),我们致力于通过核心仓储与物流板块以及战略投资板块,全力支持我们的客户。尽管我们付出了诸多努力,但由于持续的全球贸易紧张局势、地缘政治冲突以及关税不确定性,部分客户仍面临困难。这一宏观形势,加之我们计划中的扩张举措,影响了我们截至2026年5月31日的财政年度(“FY26”)的财务表现。

近年来,我们将位于贲耐路39号仓库一层(该区域原为30,000平方英尺的普通货物仓储区)升级为危险品(“DG”)仓储设施;通过合资企业GKE Retails Pte. Ltd.进军生活型态产品的零售与分销领域;并成功在海运及快速消费品行业赢得了新客户。我们采取的某些举措旨在提高仓库存储容量的利用率,同时优化量身定制的客户解决方案和增值服务。尽管这些举措仍处于发展初期,但已为本集团26财年的收入做出了贡献。

令人鼓舞的是,集团近年来推动的业务拓展及新客户开发已初见成效,抵消了部分业务板块暂时放缓的影响。期内位于光明路7号正在进行的资产升级项目导致集团的特种化学品仓储能力有所减少;中东地区持续的冲突导致迪拜仓库运营受阻;以及恶劣天气和市场需求暂时趋缓,也导致集团在中国基础设施材料和服务业务的预拌混凝土销量下滑。尽管面对上述挑战,集团26财年收入仍从25财年的1.265亿新元增长8.8%,达到1.376亿新元。

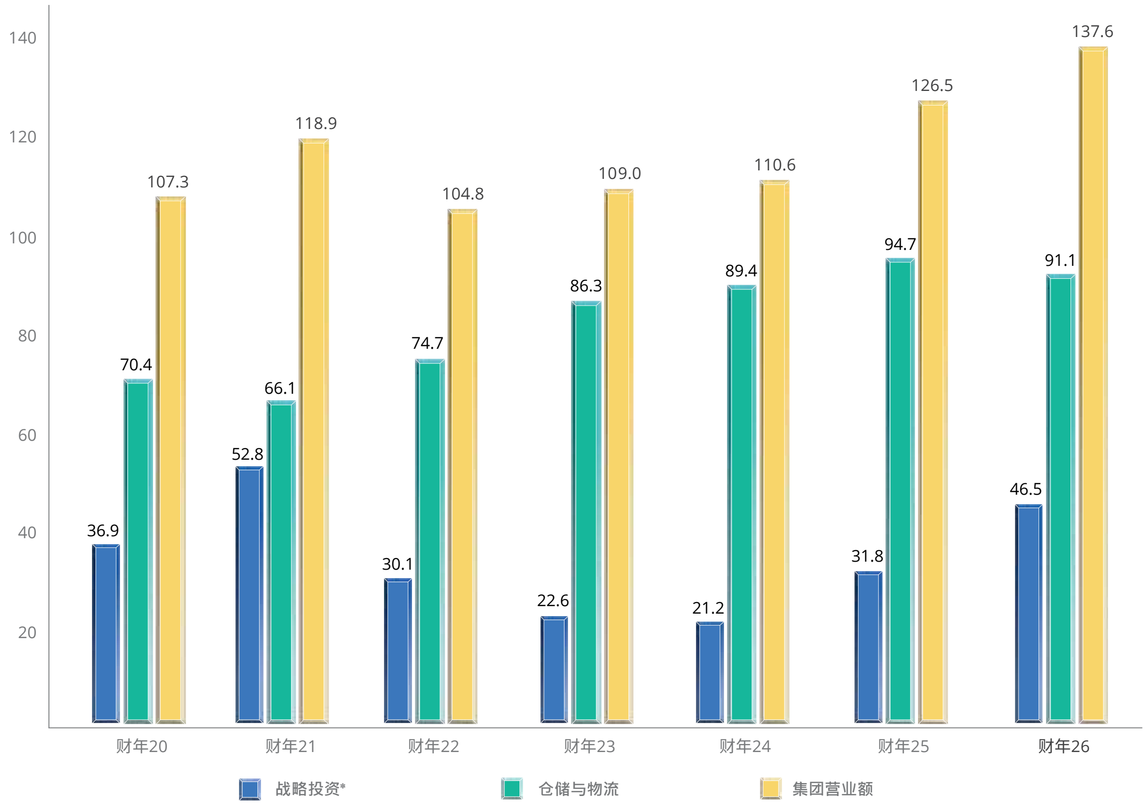
虽然集团在26财年实施了严格的成本管理和审慎的资源配置,但由于业务组合的变化、特定业务板块的暂时放缓以及新业务初期投资,毛利同比下降了8.1%。毛利从25财年的3,640万新元降至26财年的3,340万新元,相应地,综合毛利率也从25财年的28.8%降至26财年的24.3%。集团将一如既往地致力于加强成本管理、提升运营效率并优化资源配置,从而为可持续的长期增长奠定更坚实的基础。

计及运营、财务和税务开支后,本集团在26财年录得归属于股东的净利润320万新元,而25财年为880万新元。净利润下降的主要原因是:基础设施材料及服务板块应收账款的预期信用损失准备金增加、农业板块的固定资产减值准备、零售及分销板块的额外成本,以及不可抵扣费用增加导致的有效税率上升。

尽管如此,本集团的资产负债表依然稳健,净资产值从2025年5月31日的1.001亿新元增至2026年5月31日的1.094亿新元。然而,每股净资产值略有下降,从2025年5月31日的13.00新加坡分降至2026年5月31日的12.73新加坡分。这一下降主要归因于2025年10月完成的8,812万股配售,通过此次配售,本集团成功从机构投资者处筹集了大约850万新元。

夯实基础，砥砺前进

截至5月31日的财年（百万元）



过去几年里，即使在新冠疫情之后，GKE集团仍保持了持续增长的势头。为了有效服务于各行各业的客户，我们始终秉持核心价值观，持续投资新技术、提升员工技能并升级设施，其中包括翻新的危险品仓储设施。这些举措旨在提高运营效率并增强财务稳定性。此外，我们的负债率已从20财年的84.2%降至26财年的30.6%。这一显著改善使我们能够探索进一步巩固集团根基的机遇，从而为集团提供更大的财务灵活性，以把握未来的增长机遇。

我们致力于为各行业客户提供全面的仓储和物流解决方案以及增值服务，这些努力持续取得积极进展，已有数家知名的新国际客户将他们的仓储和物流安排委托给集团。随着我们在新加坡的仓储和物流业务日益稳定，我们抓住机遇，于2026年6月与杰贝阿里自贸区（Jebel Ali Free Zone FZE）签署了意向书。根据该拟议协议，本集团计划租赁位于阿联酋迪拜杰贝阿里自贸区南部的地块，以开发并运营我们的仓储基础设施，租期最长可达50年。该项目的启动取决于中东地区的地缘政治稳定性。在谨慎推进海外扩张的同时，我们已在迪拜启动了小规模的仓储运营，以积累经验并为集团未来的区域增长奠定坚实基础。

致股东的信

近年来，我们通过将农业板块以及零售与分销板块纳入投资组合，扩大了战略投资范围，从而进一步拓宽了集团的收入基础。我们在战略投资规划中秉持长远眼光，并认识到不同行业具有独特的发展周期和行业特有的波动。尽管如此，我们相信我们的业务团队正在积累宝贵的经验并提升应对挑战的能力；因此，这些业务板块的竞争力和韧性将逐步增强。本集团始终致力于员工的发展和业务的增长，旨在为长期、可持续的增长创造价值。

致谢与赞赏
我们谨向各位董事同仁所作出的宝贵贡献致以衷心感谢。在过去的财政年度里，他们的建议与支持对本集团大有裨益。他们的专业知识在协助管理层所面临的宏观经济挑战方面发挥了关键作用。展望未来，我们期待继续与董事会紧密合作，共同推进集团的战略目标，实现长期可持续发展。

我们亦代表董事会，向GKE集团全体成员——包括管理层和员工——致以诚挚的谢意，感谢大家一直以来的投入与贡献。同时，我们也向合作银行、商业伙伴及客户表示感谢，感谢大家给予集团的持续支持与信任。

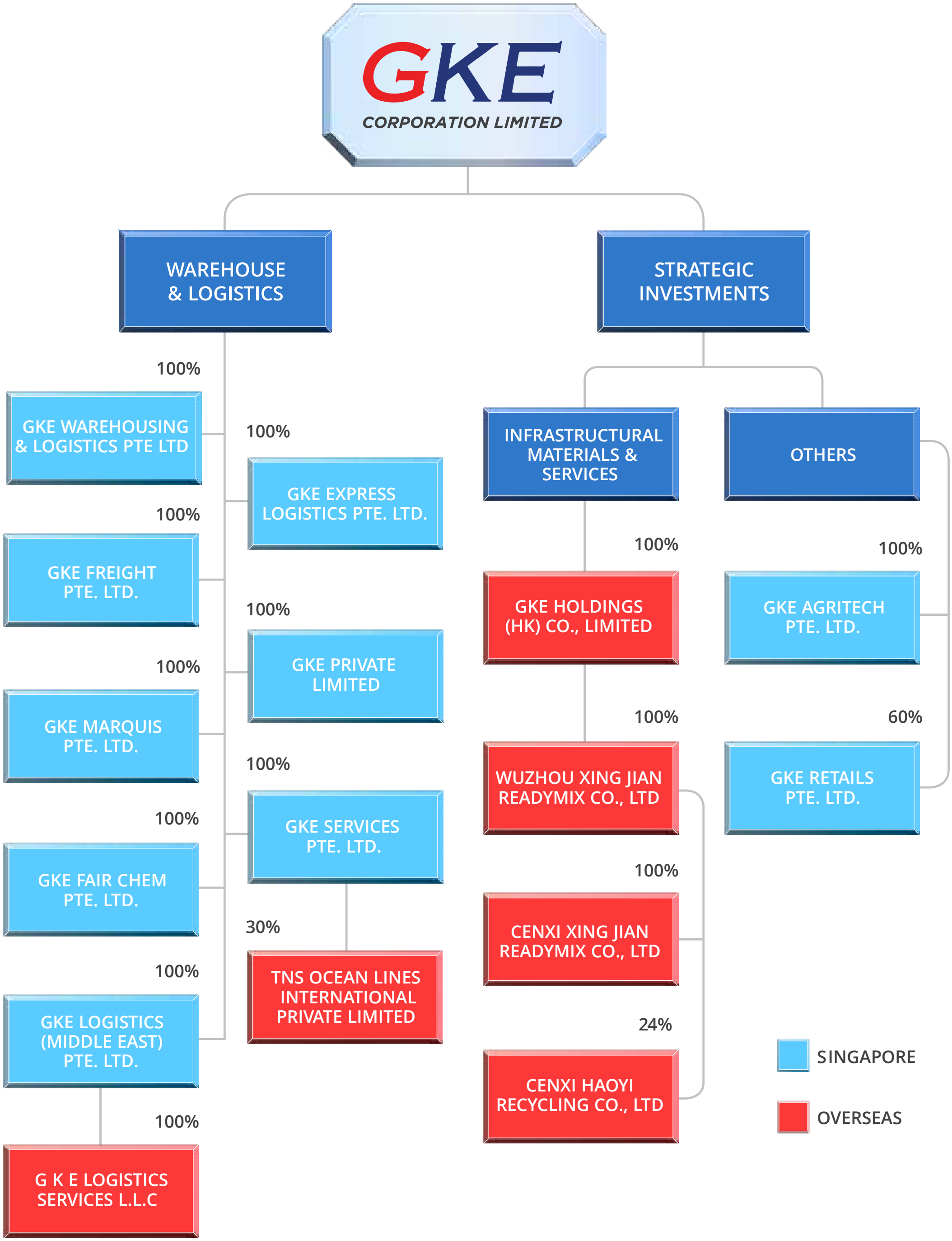
为感谢股东们的支持，我们维持了每股0.05新加坡分的中期现金股息，该股息已于2026年2月13日派发。尽管2026财年下半年的盈利表现受到不可预见情况的影响，但董事会仍欣然提议派发每股0.10新加坡分的期末（免税）现金股息。至此，2026财年每股股息总额达0.15新加坡分，股息派息率约为39.8%（2025财年：34.8%）。末期股息的派发尚需经2026年9月25日即将召开的年度股东大会批准。

鉴于当前的宏观经济形势，我们将坚定不移地致力于夯实公司根基，与各利益相关方携手共进，力争实现新的里程碑。

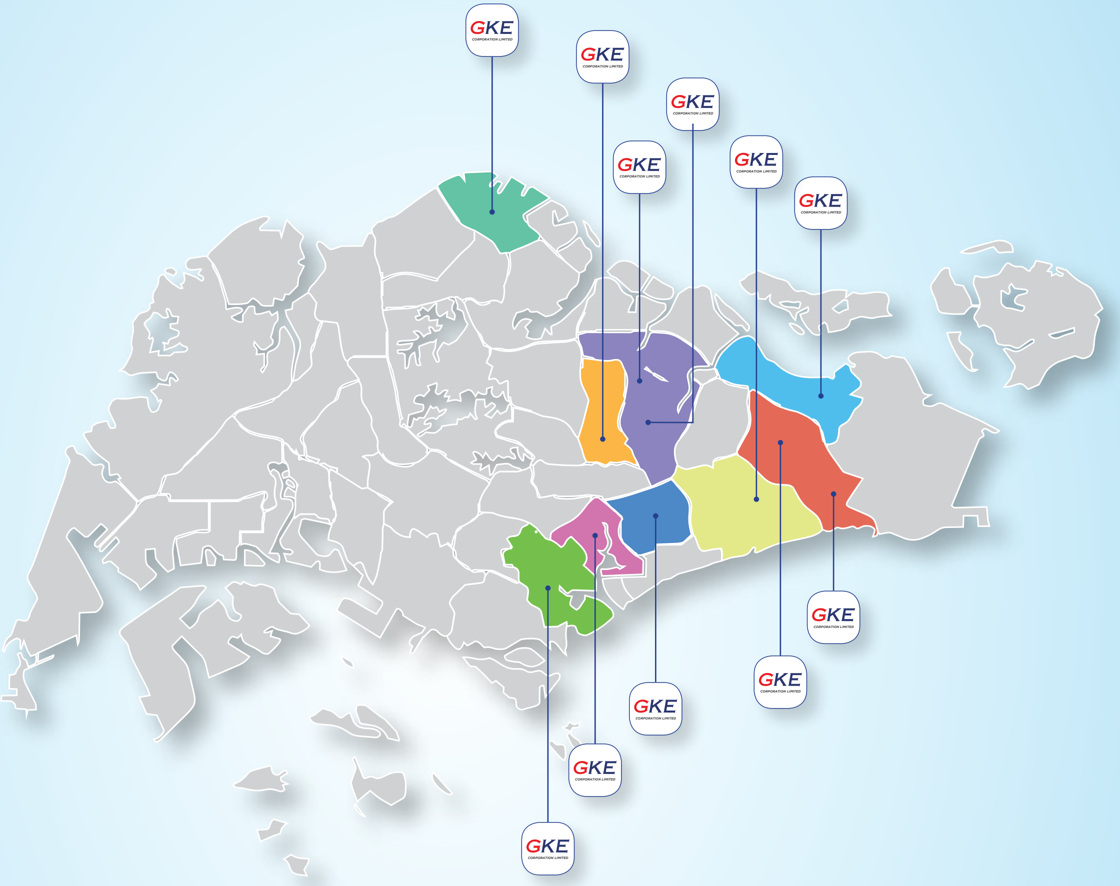
CHEN YONGHUA 陈永华
执行主席兼执行董事

NEO CHEOW HUI 梁昭辉（鹏飞）
首席执行官兼执行董事

CORPORATE STRUCTURE



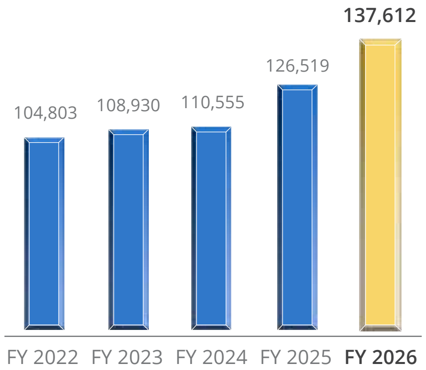
GKE RETAILS



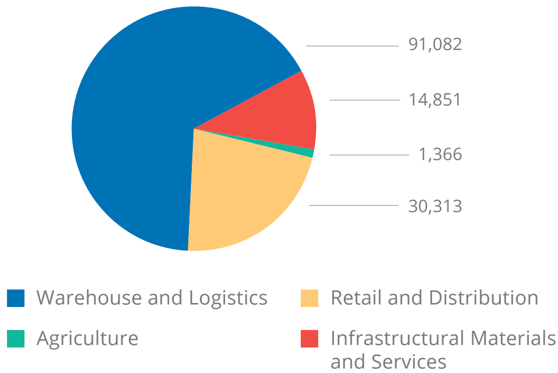
- Nex
- Sun Plaza
- Changi City Point
- Our Tampines Hub
- One Raffles Place
- Paya Lebar Square
- Hougang 1
- Loyang Point
- City Square
- Bedok Mall
- Heartland Mall

GROUP FINANCIAL HIGHLIGHTS

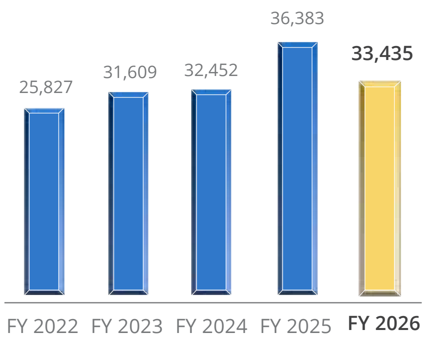
REVENUE (S$'000)



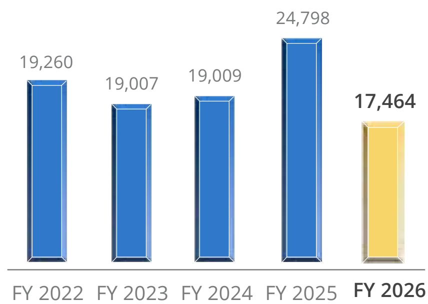
REVENUE BY BUSINESS SEGMENT
FY 2026 (S$'000)



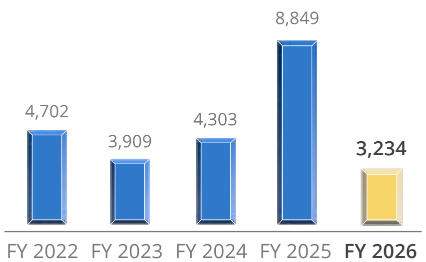
GROSS PROFIT (S$'000)



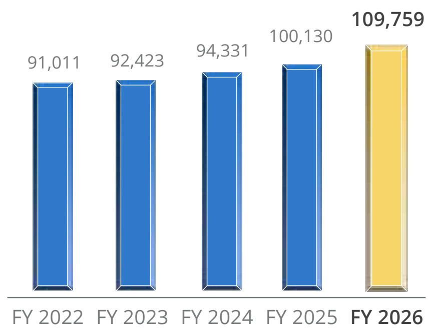
EBITDA (S$'000)



PATMI (S$'000)



NET ASSET VALUE (S$'000)



GROUP FINANCIAL HIGHLIGHTS

FINANCIAL YEAR ENDED 31 MAY	2024	2025	2026
For the Financial Year (S$'000)			
Revenue	110,555	126,519	137,612
Profit			
EBITDA	19,009	24,798	17,464
Before tax	6,760	12,418	5,540
After tax	4,303	8,849	3,096
After tax and non-controlling interest	4,303	8,849	3,234
At Year-End (S$'000)			
Net assets	94,331	100,130	109,759
Net tangible assets	87,864	94,530	104,321
Shareholders' funds	94,331	100,130	109,346
Capital employed	143,810	141,455	145,264
Bank borrowings and finance lease liabilities	43,277	38,943	33,578
Debt-to-equity ratio	45.9%	38.9%	30.6%
Return on Shareholders' Funds			
EBITDA	20.2%	24.8%	16.0%
Profit before tax	7.2%	12.4%	5.1%
Profit after tax and non-controlling interest	4.6%	8.8%	3.0%
Per Share (SGD Cent)			
Earnings (Basic)	0.56	1.15	0.39
Earnings (Diluted)	0.55	1.14	0.39
Net assets	12.22	13.00	12.73
Net tangible assets	11.39	12.27	12.15
Number of issued shares as at 31 May (thousand)	771,701	770,476	858,893
Shareholders' Value			
Share price as at last trading day in May (S$)	0.073	0.082	0.080
Dividend per share (SGD cent)	0.2	0.4	0.15

Notes:
EBITDA – Earnings Before Interest, Taxes, Depreciation (exclude right-of-use assets) and Amortisation
Capital employed – Total Assets Less Current Liabilities
Net tangible assets – excluding the land use rights in China

PERFORMANCE REVIEW

The financial year ending 31 May 2026 (“**FY26**”) was marked by the unexpected conflict in the Middle East in late February 2026, exacerbating the existing challenges related to global trade tensions and tariff uncertainties.

In light of the macroeconomic conditions, the Group maintained strict cost management while dealing with ongoing challenges to ensure stability and promote sustainable growth across all its operations.

In FY26, the Group recorded new full-year revenue contributions from (i) the 30,000 square feet of dangerous goods (“**DG**”) cargo storage on the first level of the 39 Benoi Road warehouse and (ii) the retail and distribution of lifestyle products established through a joint venture, GKE Retails Pte. Ltd., offering a wide range of Singtel-related products and services such as mobile handsets and accessories, broadband solutions, Singtel TV, and smart home solutions in Singapore.

The 8.8% year-on-year increase in revenue, rising from S$126.5 million in FY25 to S$137.6 million in FY26, was primarily driven by the full-year contribution from the retail and distribution segment. This growth was partially offset by lower contributions from the infrastructural materials and services segment and, to a lesser extent, the warehouse and logistics segment. The lower contribution from both the segments was attributed to (i) the ongoing asset enhancement project at 7 Kwong Min Road, which is owned and managed by GKE Marquis Pte. Ltd. (“**GKE Marquis**”), (ii) disruptions in warehouse operations in Dubai due to the ongoing conflict in the Middle East, and (iii) a reduction in sales volume of ready-mix concrete in China, resulting from severe weather conditions and a temporary slowdown in market demand.

FYE 31 MAY (S$’000)	1H FY26	2H FY26	FY26	FY25	Variance
Warehouse and logistics	43,925	47,157	**91,082**	94,682	(3.8)%
Infrastructural materials and services	7,210	7,641	**14,851**	24,294	(38.9)%
Retail and distribution	14,714	15,599	**30,313**	6,290	> 100.0%
Agriculture	679	687	**1,366**	1,253	9.0%
Total	**66,528**	**71,084**	**137,612**	**126,519**	**8.8%**

PERFORMANCE REVIEW

The cost of sales rose by 15.6% year-on-year, increasing from S$90.1 million in FY25 to S$104.2 million in FY26. This increase was primarily attributed to the full-year operating expenses related to the retail and distribution segment and start-up expenses incurred for the general cargo warehouse in Dubai. However, these costs were partially offset by lower expenses in both the infrastructural materials and services segment and the warehouse and logistics segment, which saw a decline in revenue.

Correspondingly, the Group's gross profit decreased by 8.1% year-on-year, from S$36.4 million in FY25 to S$33.4 million in FY26. The decrease in gross profit was primarily attributed to (i) the temporary reduction in storage capacity at GKE Marquis and the start-up expenses incurred in Dubai in the warehouse and logistics segment, (ii) lower sales revenue recorded in the infrastructural materials and services segment, and (iii) the inherently lower gross margin nature of the retail and distribution segment. As a result, the Group's composite gross margin decreased from 28.8% in FY25 to 24.3% in FY26.

Other income decreased by 43.2% year-on-year, from S$2.6 million in FY25 to S$1.5 million in FY26. This decline was primarily due to the absence of a net gain from the divestment of the mining rights to the limestone mine, as well as an 18% stake in Wuzhou Zi Wang Quarry Co., Ltd., which had contributed S$1.1 million in FY25.

Total operating expenses, comprising marketing and distribution expenses and administrative expenses, increased by 12.9% year-on-year from S$24.3 million in FY25 to S$27.5 million in FY26. The increase was primarily attributed to (i) a S$2.1 million increase in the allowance for expected credit losses for receivables in China, (ii) an additional S$0.5 million in costs related to the retail and distribution segment, and (iii) a S$1.4 million provision for impairment of property, plant and equipment in the agriculture segment. These increases were partially offset by (iv) a S$0.2 million decrease in expenses for marketing activities and (v) a reduction in administrative staff costs amounting to S$0.8 million.

Finance costs decreased by 21.3% year-on-year, from S$2.2 million in FY25 to S$1.7 million in FY26, due to lower outstanding bank borrowings and a decrease in interest expenses on lease liabilities.

Other credit of S$16,000 in FY26 primarily resulted from a net foreign exchange gain, representing a reversal from other expenses of S$55,000 recorded in FY25, which were due to net foreign exchange losses.

Share of results from associate, Cenxi Haoyi Recycling Co., Ltd, reported a loss of S$0.2 million in FY26, which was attributed to a decline in both sales volume and average selling price, compared to a loss of S$23,000 in FY25.

The effective tax rate increased from 28.7% in FY25 to 44.1% in FY26. This increase was primarily due to an increase in non-deductible expenses in the agriculture segment and the warehouse and logistics segment, which contributed to the higher effective tax rate during the year.

Taking into account the aforementioned, the Group recorded a net profit attributable to shareholders of S$3.2 million in FY26, a 63.5% year-on-year decrease from S$8.8 million in FY25.

FINANCIAL POSITION ANALYSIS

The Group's balance sheet continues to be robust, with its net asset value increasing from S$100.1 million as at 31 May 2025 to S$109.8 million as at 31 May 2026. This increase was primarily attributed to the earnings generated in FY26, the share placement of 88 million shares, an increase in other reserves due to foreign currency translation, and an increase in capital reserve resulting from changes in ownership interests of a subsidiary. The increase was, however, partially offset by the dividend disbursements of approximately S$3.4 million in FY26. As a result of the enlarged share capital, the net asset value per share decreased marginally from 13.00 Singapore cents as at 31 May 2025 to 12.73 Singapore cents as at 31 May 2026.

FYE 31 MAY (S$' 000)	AS AT 31 MAY 2026	AS AT 31 MAY 2025	VARIANCE
Non-current assets	**103,667**	**111,717**	**(7.2)%**
Property, plant and equipment	96,881	105,083	(7.8)%
Current assets	**79,928**	**72,523**	**10.2%**
Trade and other receivables	37,315	36,793	1.4%
Cash and short-term deposit	37,210	30,446	22.2%
Non-current liabilities	**35,505**	**41,325**	**(14.1)%**
Long-term bank borrowings	21,407	27,447	(22.0)%
Current liabilities	**38,331**	**42,785**	**(10.4)%**
Trade and other payables	11,895	13,548	(12.2)%
Short-term bank borrowings	12,002	11,028	8.8%
Net asset value	**109,759**	**100,130**	**9.6%**
Net asset value attributable to shareholders of the Company	**109,346**	**100,130**	**9.2%**
Net asset value per share[1]	**S$0.1273**	**S$0.1300**	**(2.1)%**

Note:

[1] Net asset value per share was computed using net asset value attributable to shareholders of the Company over the share capital of 858.89 million shares as at 31 May 2026 and 770.48 million shares as at 31 May 2025.

PERFORMANCE REVIEW

Non-current assets decreased by 7.2% year-on-year or approximately S$8.0 million, declining from S$111.7 million as at 31 May 2025 to S$103.7 million as at 31 May 2026. This decrease was primarily attributed to the depreciation of property, plant and equipment ("PPE"), amortisation of intangible assets, a decrease in the value of financial assets at fair value, and a reduction in the value of investment in associates due to share of results from the association. This decline, however, was partially offset by an increase in deferred tax assets, which arose from the increase in allowance for expected credit losses on receivables in China.

Current assets increased by 10.2% year-on-year or approximately S$7.4 million, rising from S$72.5 million as at 31 May 2025 to S$79.9 million as at 31 May 2026. The increase was primarily driven by higher cash and short-term deposits, together with increase in trade and other receivables and prepaid operating expenses, which was partially offset by a decrease in inventories.

Non-current liabilities decreased by 14.1% year-on-year or approximately S$5.8 million, declining from S$41.3 million as at 31 May 2025 to S$35.5 million as at 31 May 2026. The decrease was mainly due to the reclassification of borrowings and lease liabilities to current liabilities.

Current liabilities decreased by 10.4% year-on-year or approximately S$4.5 million, declining from S$42.8 million as at 31 May 2025 to S$38.3 million as at 31 May 2026. The decrease was mainly due to the decreases in trade and other payables, other liabilities, and lease liabilities, which was partially offset by an increase in borrowings and tax payable.

AS AT 31 MAY (S$'000)	FY26	FY25	VARIANCE
Net cash generated from operating activities	18,952	22,478	(15.7)%
Net cash used in investing activities	(3,889)	(4,875)	(20.2)%
Net Cash used in financing activities	(8,424)	(13,323)	(36.8)%
Net Cash and Cash Equivalents	**37,210**	**30,446**	**22.2%**

The Group generated approximately S$19.0 million in net cash from operating activities in FY26, compared to S$22.5 million in FY25. This amount includes positive operating cash flows before changes in working capital of S$27.1 million, adjusted by net working capital outflow of S$5.6 million and income taxes payments totalling S$2.7 million.

Net cash used in investing activities amounted to S$3.9 million in FY26, a decline from S$4.9 million in FY25. This cash outflow was primarily attributable to the purchase of property, plant and equipment amounting to S$4.4 million, which was partially offset by the proceeds of S$0.5 million arising from the disposal of property, plant and equipment.

Net cash used in financing activities amounted to S$8.4 million in FY26, a decrease from S$13.3 million in FY25. This decline was mainly due to the repayments of bank borrowings and lease liabilities, as well as the payment of dividends. The decrease, however, was partially offset by the proceeds received from the issuance of new shares through a share placement and fresh loans and borrowings.

Taking into account on the above cash movements, net cash and cash equivalents increased by S$6.6 million to S$37.2 million as at 31 May 2026.

NOTABLE CORPORATE DEVELOPMENTS

The Group has not only improved operational efficiency in its current business operations for both the core and strategic investments division but has also established a foundation for sustainable long-term growth through the following corporate developments:

- In October 2025, the Group accepted the offer from Jurong Town Corporation for an additional lease term of 20 years, commencing from 1 July 2028, for the premises owned and operated by GKE Marquis at 7 Kwong Min Road. Work on additions and alterations has begun, and the Group expects to complete the refurbishment and renovation by the end of May 2027.
- In December 2025, the Group received the approval in-principle for the potential listing of its key strategic investments, the infrastructural materials and services segment, on the Catalist Board of the Singapore Exchange.
- In June 2026, the Group's indirect wholly-owned subsidiary, G K E Logistics Services LLC ("GKE Dubai"), entered into a non-binding letter of intent (the "LOI") with Jebel Ali Free Zone FZE. Under this LOI, GKE Dubai intends to lease a plot of land for the construction and operation of a general goods warehouse and a chemical storage facility. This opportunity grants the Group the flexibility to develop and operate its warehouse infrastructure for up to 50 years, potentially leading to long-term cost savings. This LOI supersedes the head of terms document announced in early January 2026.

BOARD OF DIRECTORS

MR. CHEN YONGHUA

Executive Chairman and Executive Director

Mr. Chen Yonghua is the Executive Chairman and Executive Director of the Group. He is responsible for leading the Board and ensuring its overall effectiveness, including that of its committees. In addition, he provides strategic guidance on the Group's long-term direction, expansion plans, and major corporate matters, working closely with the Chief Executive Officer and senior management to align with the Group's strategic priorities.

Mr. Chen also oversees the Group's infrastructural materials and services business segment in China.

Mr. Chen possesses extensive experience in corporate leadership and management, having been involved in various industries in China, including primary land development, quarrying, ready-mix concrete manufacturing and transportation, real estate development, logistics, and newspaper printing. Furthermore, Mr. Chen holds several directorships in private companies across China.

MR. NEO CHEOW HUI

Chief Executive Officer and Executive Director

Mr. Neo Cheow Hui is the Chief Executive Officer and Executive Director of the Group. He is responsible for overseeing the Group's operations in Singapore and managing the day-to-day activities. He works closely with the Executive Chairman and the Board to implement the Group's strategic direction and leads senior management in enhancing the Group's businesses and competitiveness to ensure sustainable success.

Mr. Neo has extensive experience in the warehousing and logistics sector.

Having joined the Group in 1995, Mr. Neo rose through the ranks, becoming the Chief Operating Officer in 2005. He was subsequently appointed Chief Executive Officer and Executive Director on 3 January 2012.

BOARD OF DIRECTORS

MR. LOY SOO CHEW
Lead Independent Director

Mr. Loy Soo Chew was appointed as a Lead Independent Director of the Company on 15 April 2019. He is the Chairman of the Audit Committee and a member of both the Remuneration and Nominating Committees.

Mr. Loy has been the Group Managing Director of Kian Ann Group since 2014. He is primarily responsible for exploring and evaluating new business opportunities, as well as overseeing the day-to-day operations of the Group. Mr. Loy joined Kian Ann Group in 1996 as the Finance Manager, rose through the ranks to become the Executive Director, and was subsequently, promoted to Group Managing Director.

Mr. Loy obtained his Master of Business Administration from the University of Leeds in 2000 and graduated with a Bachelor of Business (major in Professional Accounting) from the University of Southern Queensland in 1996. He is an Associate of CPA Australia.

MR. WONG QUEE QUEE, JEFFREY
Independent Director

Mr. Wong was appointed as an Independent Directorof the Company on 15 April 2019. He is the Chairman of the Remuneration Committee and a member of both the Audit and Nominating Committees.

Mr. Wong has been a partner with Solitaire LLP since January 2023. Prior to joining Solitaire LLP, Mr. Wong was the Chief Executive Officer of Soochow CSSD Capital Markets (Asia) Pte. Ltd. (now known as Soochow Singapore Capital Markets (Asia) Pte. Ltd.) and subsequently, its Senior Adviser. His preceding work experience with Religare Capital Markets ("**RCM**") group includes being Head of Investment Banking and Chief Operating Officer for RCM's international business. His career with UBS AG, Singapore branch, initially started as a member of the Transactions Legal team and, subsequently he was an investment banker in the Equity Capital Markets team. Before joining UBS AG, Mr. Wong practised law at Allen & Gledhill LLP.

Mr. Wong graduated with a Bachelor of Laws (Honours) from the National University of Singapore in 2000. He completed the Chartered Valuer and Appraiser programme from Nanyang Technological University and obtained a Diploma in Regulatory Compliance from International Compliance Association. Mr. Wong is an advocate and solicitor of the Supreme Court of Singapore and a solicitor of the Supreme Court of England and Wales.

BOARD OF DIRECTORS

MS. GUO XIAOFEI
Independent Director

Ms. Guo Xiaofei was appointed as an Independent Director of the Company on 1 October 2024. She is the Chairwoman of the Nominating Committee and a member of both the Audit and Remuneration Committees.

Ms. Guo has been a partner with Shook Lin & Bok LLP ("**Shook Lin**") since 2014 and heads Shook Lin's China Practice. She specialises in Capital Market, M&A and foreign direct investment (FDI) in China. She advises Chinese private equity firms and financial institutions, as well as emerging companies and listed and state-owned companies. She has extensive experience in China-related IPOs, private and public takeovers in Singapore, FDIs in the PRC, and cross-border investment in Asia. She also advises high-net-worth PRC individuals on their family office and wealth planning. Ms. Guo joined Shook Lin in 2009. Prior to joining Shook Lin, she worked on China-related M&A and IPO transactions in another Singapore law firm.

Ms. Guo obtained her LLM degree from the National University of Singapore in 2007. She graduated with an LLB degree from the East China University of Politics and Law, PRC, in 2006.

KEY MANAGEMENT

MR. CHEN JIANGNAN
Chief Operating Officer

Mr. Chen Jiangnan was redesignated as Chief Operating Officer of the Group on 1 March 2026. He is responsible for leading the Group's Human Resources, Administration, and Procurement functions, and he oversees the Group's business segments related to infrastructural materials and services, as well as retail and distribution, in addition to other corporate-related matters.

In his capacity as Chief Operating Officer, Mr. Chen works closely with the Executive Chairman, Chief Executive Officer, and senior management to support the execution of approved corporate initiatives, facilitate business integration, coordinate operations, and enhance the Group's internal management functions.

Prior to joining the Group, Mr. Chen managed business ventures in both China and Australia.

Mr. Chen holds an Executive Master of Business Administration from the National University of Singapore and a Master of Business Administration from De Montfort University.

MS. DOREEN CHAI HWEE HOON
Vice President, Business Development and Customer Relations, Warehousing and Logistics

Ms. Doreen Chai started the freight division for the Group since October 2004. She is the Vice President of Business Development and Customer Relations, Warehousing and Logistics of the Group. Ms. Chai is responsible for driving business development, enhancing customer engagement, and ensuring service delivery across the Group's warehousing and logistics operations.

With over 30 years of experience in the industry, including more than 22 years with the Group, Ms. Chai has been pivotal in fostering strategic customer relationships, broadening business opportunities, and supporting the expansion of the Group's integrated logistics services.

Ms. Chai is a member of the Customs Advisory Council, which underscores her active participation in industry engagement, trade facilitation and initiatives related to logistics.

MS. MARINA NEO HWEE LEE
Vice President, Operations, Warehousing and Logistics

Ms. Marina Neo joined the Group since its inception in 1995 and rose through the ranks to manage the Group's warehousing businesses. She is the Vice President of Operations, Warehousing and Logistics of the Group. Ms. Neo is responsible for overseeing the Group's warehousing and logistics operations, which encompass service delivery, operational efficiency, resource allocation, key accounts support, and operational risk management.

With her extensive industry experience, Ms. Neo also manages several key customer accounts and supports business development initiatives for the warehousing business, Ms. Neo has played a pivotal role in the management and development of the Group's warehousing operations. She has been instrumental in enhancing operational performance and maintaining service standards across key customers accounts.

Ms. Neo remains vital in reinforcing operational discipline, enhancing workflow efficiency, and strengthening the Group's integrated logistics capabilities.

Ms. Neo graduated with a Bachelor Degree in Business Administration and Economics from Charles Sturt University.

MR. TOH CHENG CHYE
Financial Controller

Mr. Toh Cheng Chye was appointed as the Financial Controller of the Group on 1 April 2026. He is responsible for overseeing the Group's financial and management reporting, ensuring financial controls, managing statutory reporting and coordinating audits.

In his capacity, Mr. Toh works closely with the Chief Executive Officer, senior management, the Audit Committee, and external auditors on matters related to the Group's financial reporting, compliance, and internal control.

Mr. Toh joined the Group in March 2015 and has progressed through various finance roles, including Group Finance Manager and Senior Group Finance Manager. He possesses extensive experience in accounting, financial reporting, and audit-related activities.

Mr. Toh graduated from the Association of Chartered Certified Accountants (ACCA), United Kingdom.

MS. LI ZIYAN
Group Senior Investment Manager and Director, GKE Holdings (HK) Co., Limited

Ms. Li Ziyan is the Senior Investment Manager of the Group and the Director of GKE Holdings (HK) Co., Limited. She is responsible for supporting investment management activities associated with GKE Holdings (HK) Co., Limited and assisting in overseeing the Group's business operations in China.

Ms. Li possesses extensive experience in accounting, finance, corporate management, and business administration. She has held numerous senior management positions, including Chief Executive Officer and Financial Controller, and has been involved in financial management, business operations, and corporate administration.

Ms. Li supports the Group in investment monitoring, corporate coordination, and business review matters relating to the Group's operations in China.

HEAD OF DIVISION

MS. VIVIAN TANG
Director, Group Corporate Affairs and Managing Director, GKE Services Pte. Ltd

Ms. Vivian Tang joined the Group in April 2018 and was appointed as Managing Director of GKE Services Pte. Ltd. in 2019, where she is responsible for the division's commercial management, operational performance, financial review coordination, and overall business operations.

Ms. Tang has more than 10 years of experience in investment, operations management, and strategic business development. In her capacity as Director of Group Corporate Affairs, Ms. Tang works closely with the Chief Executive Officer and senior management on matters related to corporate affairs, business performance reviews, governance support, corporate reporting coordination, and specific strategic initiatives.

Ms. Tang holds an Executive Master of Business Administration from the National University of Singapore and a Master of Science from Nanyang Technological university.

MS. EVE LEOW
Managing Director, GKE Fair Chem Pte. Ltd.

Ms. Eve Leow joined the Group as General Manager in January 2022 and was appointed as Managing Director of GKE Fair Chem Pte. Ltd. in June 2023.

Ms. Leow is responsible for overseeing the operations and business development of GKE Fair Chem's chemical business, including toll blending, chemical repacking, chemical warehousing and distribution services.

Ms. Leow has over 10 years of experience in the chemical industry. She holds a Bachelor of Business and Management Studies from the University of Bradford.

MR. LI SHAN
Managing Director, GKE Retails Pte. Ltd.

Mr. Li Shan was appointed as Managing Director of GKE Retails Pte. Ltd. on 20 March 2025. He is responsible for overseeing the retail operations, business development and operational performance of GKE Retails' managed Singtel retail and franchise stores in Singapore.

Mr. Li has more than 19 years of experience in distribution, retail expansion and franchise operations in the telecommunications sector.

Mr. Li holds a Bachelor of Business Administration from the University of Sunderland, United Kingdom.

CORPORATE INFORMATION

BOARD OF DIRECTORS
Mr. Chen Yonghua
Executive Chairman and Executive Director

Mr. Neo Cheow Hui
Chief Executive Officer and Executive Director

Mr. Loy Soo Chew
Lead Independent Director

Mr. Wong Quee Quee, Jeffrey
Independent Director

Ms. Guo Xiaofei
Independent Director

AUDIT COMMITTEE
Mr. Loy Soo Chew *(Chairman)*
Mr. Wong Quee Quee, Jeffrey
Ms. Guo Xiaofei

REMUNERATION COMMITTEE
Mr. Wong Quee Quee, Jeffrey *(Chairman)*
Mr. Loy Soo Chew
Ms. Guo Xiaofei

NOMINATING COMMITTEE
Ms. Guo Xiaofei *(Chairwoman)*
Mr. Wong Quee Quee, Jeffrey
Mr. Loy Soo Chew

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Ms. Cheok Hui Yee *(ACS, ACG)*
Ms. Hon Wei Ling *(ACS, ACG)*

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Ernst & Young LLP
Public Accountants
and Chartered Accountants
One Raffles Quay
North Tower, Level 18
Singapore 048583
Partner-in-charge: Ms. Lim Huijing Amanda
Date of appointment: 1 June 2023

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SHARE REGISTRAR
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PRINCIPAL BANKERS
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UOB Plaza
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Website: www.octavecomms.com
Email: enquiry@octavecomms.com

REPORT OF CORPORATE GOVERNANCE

The Board of Directors (the "**Board**" or the "**Directors**") and the management (the "**Management**") of GKE Corporation Limited (the "**Company**") is committed to maintain a high standard of corporate governance for the Company and its subsidiaries (the "**Group**"). The Company believes that good corporate governance establishes and maintains an ethical environment and enhances the interests of all shareholders. For the financial year ended 31 May 2026 ("**FY2026**"), the Board and the Management are pleased to confirm that the Company has adhered to the principles and provisions of the Code of Corporate Governance 2018 (the "**Code**") and its related practice guidance, where applicable, pursuant to Rule 710 of Listing Manual Section B: Rules of Catalist (the "**Catalist Rules**") issued by the Singapore Exchange Securities Trading Limited ("**SGX-ST**").

The Group is committed to set the corporate governance practices in place to be in line with the recommendations of the Code. This report sets out the Group's main corporate governance practices that were in place throughout and/or during the financial year, with specific reference to the principles and provisions of the Code and the disclosure guide developed by the SGX-ST in January 2015 (the "**Guide**"). Where there is a deviation from the Code, proper explanation of the reason for variation have been explicitly stated in this annual report.

BOARD MATTERS

The Board's Conduct of its Affairs

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

The Board is entrusted with the responsibility for the overall management of the business and corporate affairs of the Group. Apart from its fiduciary duties, the Board provides strategic guidance for the Group and supervises the executive Management.

The Board's roles are as follows:

- establish policies on matters such as financial control, financial performance and risk management procedures;
- establish goals for Management and monitors the achievement of these goals;
- provide entrepreneurial leadership, set strategic objectives and ensure that the necessary financial and human resources are in place for the Company to meet its objectives;
- sets the Board diversity policy;
- establish a framework of prudent and effective controls which enables risks to be assessed and managed, including safeguarding of shareholders' interests and the Company's assets; and
- identify the key stakeholder groups and recognise that their perceptions affect the Company's reputation.

All Directors exercise due diligence and independent judgement in dealing with the business affairs of the Group and are always obliged to act in good faith and objectively discharge their fiduciary duties and responsibilities and take objective decisions in the interests of the Company. The Board holds the Management accountable for performance. Directors facing conflicts of interest will recuse themselves from meetings, discussions and decisions involving the issues of conflict. Such Directors would abstain from voting and decisions involving the issues of conflict.

REPORT OF CORPORATE GOVERNANCE

To assist in the execution of its responsibilities, the Board is supported by three (3) Board Committees, namely the Audit Committee (the "**AC**"), the Nominating Committee (the "**NC**") and the Remuneration Committee (the "**RC**") (collectively, the "**Board Committees**"). The Board Committees operate within clearly defined Terms of Reference ("**ToR**") and they play an important role in ensuring good corporate governance in the Company and within the Group. The ToR of the Board Committees are reviewed on a periodic basis to ensure their continued relevance.

Directors attend and actively participate in Board and Board Committee meetings. The Board holds regular scheduled meetings to review the Group's key activities, business strategies, funding decisions, financial performance and to approve the release of the results of the Group. Ad-hoc meetings are convened when circumstances require. Meetings via telephone are permitted by the Company's Constitution. The Board also approves transactions through circular resolutions which are circulated to the Board together with all relevant information to the proposed transaction. Directors with multiple board representations ensure that sufficient time and attention are given to the affairs of the Company.

The following table sets out the number of Board and Board Committees meetings held during FY2026 and the attendance of each Director at these meetings:

Name of Directors	Board (Note 1)		AC (Note 1)		NC (Note 1)		RC (Note 1)		AGM	
	No. of meetings		No. of meetings		No. of meetings		No. of meetings		No. of meetings	
	held	attended	held	attended	held	attended	held	attended	held	attended
Chen Yonghua	3	3	3	1*	0	0	0	0	1	0
Neo Cheow Hui	3	3	3	3*	0	0	0	0	1	1
Loy Soo Chew	3	3	3	3	0	0	0	0	1	1
Wong Quee Quee, Jeffrey	3	3	3	3	0	0	0	0	1	0
Guo Xiaofei	3	3	3	3	0	0	0	0	1	1

Notes:

* By invitation

(1) Based on the meeting schedule, one scheduled meeting for each of the Board, AC, NC and RC was held in June 2026, which fell after the FY2026 financial year end. Accordingly, these meetings were not counted as meetings held during FY2026 for the purpose of assessing compliance with the minimum number of meetings prescribed under the respective ToR. Notwithstanding that, the Board is satisfied that the Board Committees continued to discharge their responsibilities effectively. The Board and the respective Board Committees convened their meetings in June 2026, and all Board and Board Committee members attended the relevant meetings.

The Group had adopted a set of internal guidelines setting forth financial authorisation and approval limits for investments, acquisitions and disposals. Transactions falling outside the ordinary course of business and where the value of a transaction exceeds these limits have to be approved by the Board.

The Board decides on matters that require its approval and clearly communicates this to Management in writing. Matters requiring board approval are those involving:

- corporate strategy and business plans;
- investment and divestment proposals;
- funding decisions of the Group;
- nominations of Directors for appointment to the Board and appointment of key personnel;

- announcements of interim and full-year results, the annual report and financial statements, circulars and all other announcements broadcasted via SGXNet;

- material acquisitions and disposal of assets; and

- matters of strategic importance.

The Directors are also updated regularly with respect to changes to the Catalist Rules, risk management, corporate governance, insider trading, key changes in the relevant regulatory requirements, financial reporting standards and the relevant laws and regulations to facilitate effective discharge of their fiduciary duties as Board or Board Committee members.

News releases issued by the SGX-ST and Accounting and Corporate Regulatory Authority ("**ACRA**") which are relevant to the Directors are circulated to the Board. Annually, the external auditor updates the AC and the Board on the new and revised financial reporting standards that are applicable to the Company or the Group.

The Directors are encouraged to attend seminars and receive training to improve themselves in the discharge of their duties and responsibilities. Changes to regulations and accounting standards are monitored closely by Management. To keep pace with such regulatory changes, the Company provides opportunities for ongoing education and training on Board processes and best practices as well as updates on changes in legislation and financial reporting standards, regulations and guidelines from the Catalist Rules that affect the Company and/or the Directors in discharging their duties. The expenses of training programs provided to the Directors will be borne by the Company.

All newly appointed Directors will be briefed on the business activities of the Group and its strategic goals and will undergo an orientation program with materials provided to help them get familiarised with the business and organisation structure of the Group. The Company will arrange and fund the requisite training as prescribed by the SGX-ST under Rule 406(3)(a) and Practice Note 4D of the Catalist Rules within one (1) year from the date of appointment for any newly appointed directors who do not possess any prior experience as a director of a Singapore public-listed company. Management will provide the Directors with complete, adequate and timely information prior to the Board and Board Committee meetings and regularly updates and familiarises the Directors on the business activities of the Group on an on-going basis and during Board meetings, to enable the Directors to make informed decisions and discharge their duties and responsibilities. To get a better understanding of the Group's business, the Directors are also given the opportunity to visit the Group's operational facilities and meet with Management. In line with the amendments to the Catalist Rules on 1 January 2022, all the Company's Directors have completed the sustainability training courses prescribed by the SGX-ST as at the date of this Annual Report.

A formal letter of appointment would be furnished to every newly appointed Director upon his or her appointment explaining, setting out, among other matters, his or her role, obligations, duties and responsibilities as a member of the Board.

The Board has separate and independent access to Management, the company secretaries, and external advisers (where necessary) at the Company's expense at all times. The role of the company secretaries includes responsibility for ensuring the Board's procedures are followed and that the applicable rules and regulations are complied with. The company secretaries attend and prepare minutes of meetings of the Board and Board Committees and assist the Board in ensuring that the Company complies with the relevant statutory requirements. The appointment and removal of the company secretaries are subject to the approval of the Board as a whole.

Board Composition and Balance

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.

Presently, the Board comprises two (2) Executive Directors and three (3) Independent Directors:

Executive Directors
Mr. Chen Yonghua (Executive Chairman)
Mr. Neo Cheow Hui (Chief Executive Officer)

Independent Directors
Mr. Loy Soo Chew (Lead Independent Director)
Mr. Wong Quee Quee, Jeffrey
Ms. Guo Xiaofei

Details of the Directors' qualifications and experiences are set out on pages 20 to 22 of this Annual Report.

The NC is of the view that the current Board, with Independent Directors making up a majority of the Board, has a strong and independent element to exercise objective judgment on corporate affairs.

The NC considers an Independent Director as one who is independent in conduct, character and judgement, 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 judgement in the best interests of the Company. The NC conducts its review annually to determine the independence of each Independent Director, taking into consideration the definition set out in the Code and Rule 406(3)(d) of the Catalist Rules.

As at the date of this report, none of the Independent Directors has served on the Board beyond nine (9) years since the date of his/her first appointment.

The Board has examined its size and is of the view that it is an appropriate size for effective decision-making, taking into account the scope and nature of the operations of the Company. The NC is of the view that no individual or small group of individuals dominate the Board's decision-making process.

The Independent Directors are respected individuals from different backgrounds whose core competencies, qualifications, skills and experience are extensive and complementary. The Board comprises individuals who carry specialist backgrounds in accounting, finance, business and management, strategic planning and law.

The Board recognises the benefits of diversity in gaining new ways of thinking, insights and different perspectives to the Company, which will result in productivity and quality of board deliberations and discussions. In line with the Code and Rule 710(A) of the Catalist Rules of the SGX-ST, the Board has adopted a formal Board Diversity Policy (the "**BDP**") to outline its approach for enhancing diversity within the Board.

According to the BDP, the Board, with the assistance of the NC, will periodically review its composition, at least on an annual basis. The assessment will take into account, amongst others, the various benefits stemming from diversity, including but not limited to skills, business experience, industry expertise, gender, age, and distinctive qualities of Directors, both on an individual basis and as a group. This evaluation will be conducted within the context, nature and extent of the Group's operations and business. In addition, the BDP stipulates that a search firm to be engaged, where required, to assist the Board or any committee of the Board in identifying candidates for appointment to the Board will be obligated to include diversity. The final decision regarding the appointment of Directors to the Board will be based on their merit, taking into consideration their relevant skills, experience, independence, and knowledge for the effective functioning of the Board, as well as a range of diversity aspects and perspectives as described in the BDP to promote and encourage boardroom diversity.

In this regard, the NC is responsible for:

(a) ensuring that boardroom diversity objectives are adopted and implemented effectively and practically in processes such as Board recruitment, Board performance evaluation and succession planning; and

(b) formulating and establishing the relevant measurable objectives and targets to promote and achieve diversity on the Board. The NC will then make its recommendations for consideration and approval by the Board.

In consultation with the NC, the Board will conduct an annual review to assess if the existing attributes and core competencies of the Board are complementary and contribute to the efficacy of the Board and ensure that the objectives of the BDP are met and remain effective for the Company. This enables the Board to maintain or enhance balance and diversity within the Board. The Board has the option to enhance various aspects of its diversity whenever deemed necessary. As of the date of this annual report and for FY2026, the Board composition provides a diversity of age groups, skill sets. knowledge and experience.

The diversity profile in relation to the age, gender, nationality and race of the current Board members as at 31 May 2026 is as follows:

Age Group	
40-50	**51-60**
2	3

Gender	
Male	**Female**
4	1

Nationality	
Singaporean	**Others**
5	0

Race	
Chinese	**Others**
5*	0

Note: * includes Singapore Citizen

The Board strongly views that diversity of the Board's composition is important to facilitate optimal decision-making by harnessing different insights and perspectives. Whilst the capital market experience is of importance to the Board, a high-performance board should ideally comprise directors with a wide variety of backgrounds, experiences and skills. The skills, knowledge and experience to be considered include accounting or finance related, business and management experience, research and development, legal or corporate governance, relevant industry knowledge, strategic planning, familiarity with regulatory requirements and knowledge of risk management, audit and internal controls. For FY2026, the NC has reviewed and is of the view that the current size of five (5) Directors for the Board composition is appropriate, considering the nature and scope of the Group's operations. The current Board composition represents a well-balanced mix of skills, experience, expertise and knowledge of the Group, facilitating effective decision-making.

In terms of gender diversity, the Board is of the view that gender is an important aspect of diversity and will strive to ensure that female candidates will be included for consideration whenever there is a new appointment, and female representation on the Board is continually improved over time. The Board also commits to appointing at least one (1) female Director to the NC. Currently, one (1) of the five (5) members is female and the female Independent Director is also a Chairwoman of the NC. The NC has assessed the current level of diversity on the Board to be satisfactory and the Company takes the approach of maintaining a satisfactory level of diversity as an ongoing process. The targets to ensure the existing skill sets and core competencies of the Board are complementary and enhances the efficiency of the Board and to achieve diversity on the Board are assessed from time to time, based on the composition of the Board and operations of the Group at the relevant time. Even though the Company has achieved its diversity targets and maintained its diversity target for FY2026, the Company will continue to pursue identification and evaluation of suitable candidates to ensure there is diversity (including gender, age, skills and experience) on the Board as part of the phased renewal and refreshment of the Board, and will disclose its progress in future annual reports as appropriate. With the fulfilment of the previously set targets, the Board has no target set as of the date of the annual report.

The Independent Directors participate actively during Board meetings. Independent Directors constructively challenge and help develop proposals on strategy; and review the performance of Management in meeting agreed goals and objectives and monitor the reporting of performance. The Independent Directors contribute accounting and finance knowledge, legal expertise and business management experience to the Group, and provide the Executive Directors and the Management with diverse and objective perspectives on issues considered by the Board. The Independent Directors discuss regularly without the presence of Management matters such as the changes that they would like to see in Board processes, corporate governance initiatives, and matters which they wish to discuss during the Board meetings.

The Company has benefited from the Management's access to its Directors for guidance and exchange of views both within and outside of the meetings of the Board and Board Committees. The Independent Directors communicate amongst themselves and with the Company's auditor and Management.

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.

There is a clear division of responsibilities between the Chairman and Chief Executive Officer (the "**CEO**"), which ensures there is a balance of power, increased accountability and greater capacity for the Board in terms of independent decision-making. Mr. Chen Yonghua is the Executive Chairman while Mr. Neo Cheow Hui is the CEO. The Chairman is responsible for the formulation of the Group's strategic direction and expansion plans, while the CEO is responsible for the conduct of the Group's daily business operations.

The Chairman also encourages constructive relations between the Board and Management and between the Executive Directors and Independent Directors, as well as effective communication with shareholders. To facilitate effective contribution of directors, and in particular, the Independent Directors, the Chairman ensures that relevant information on business initiatives, industry developments and press commentaries on matters relating to the Company or the industries in which it operates are circulated to the Board members on a continuous basis so as to enable them to be updated and thereby enhance the effectiveness of the Independent Directors and the Board as a whole. The Chairman and the CEO are not related to each other nor are immediate family members.

The Chairman takes a leading role in the Company's drive to achieve, promote and maintain a high standard of corporate governance with the support of the directors, the Management and the Company Secretaries.

All major decisions made by the Board are reviewed and approved by a majority of the Board.

Notwithstanding that the Executive Chairman, Mr. Chen Yonghua, is part of the management team and is not considered an Independent Director, the Company remains in compliance with Provision 3.3 of the Code, where Mr. Loy Soo Chew has been appointed as the Lead Independent Director of the Company on 15 April 2019 to lead and co-ordinate activities of Independent Directors and provide a channel to non-executive directors for confidential discussions on any concerns and to resolve conflicts of interest as and when necessary. In addition, the Lead Independent Director may also help the NC to conduct annual performance evaluation and develop succession plans for the Chairman and CEO as well as to help the RC to design and assess the Chairman's and CEO's remuneration. The Lead Independent Director is the main liaison on Board issues between the Independent Directors and the Chairman and is available to shareholders where they have concerns when contact through the normal channels of the Chairman, the CEO, or the Financial Controller (the "**FC**") has failed to resolve or where such communication is inappropriate or inadequate.

The Independent Directors, led by the Lead Independent Director, meet among themselves without the presence of the other Directors, where necessary, and the Lead Independent Director will provide feedback to the Chairman after such meetings.

The Board believes that the Independent Directors have demonstrated high commitment in their role as Directors and there are adequate safeguards in place to ensure an appropriate balance of power and authority within the spirit of good corporate governance.

Board Membership

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

The NC currently comprises three (3) Independent Directors, all of whom, including the Chairwoman, are independent. The NC members are:

Nominating Committee
Ms. Guo Xiaofei (Chairwoman)
Mr. Wong Quee Quee, Jeffrey
Mr. Loy Soo Chew

In view that all members of the NC are Independent Directors, the Board is of the view that there is sufficient element of independence in the committee.

The NC is regulated by its ToR and its principal functions include the following:

- to appoint new Directors and re-nominate existing Directors, having regard to their contribution and performance;
- to assess the effectiveness of the Board as a whole and the contribution by each Director to the effectiveness of the Board;
- to determine on an annual basis whether or not a Director is independent;
- to decide whether a Director is able to and has been adequately carrying out his/her duties as a Director of the Company, particularly when the Director has multiple board representations;
- to review the training and professional development programs for the Board; and
- to review the Board succession plans for Directors, in particular, the Chairman, the CEO and key management personnel ("**KMP**").

Process for the appointment of new directors

The NC has recommended, and the Board has approved, a formal process for the selection of new Directors as follows:

(a) The NC evaluates the balance of skills, knowledge and experience on the Board and, in the light of such evaluation and in consultation with Management, prepares a description of the role and the essential and desirable competencies for a particular appointment;

(b) Directors and Management may suggest suitable potential candidates. If necessary, the NC may enlist external help (for example, from Singapore Institute of Directors, search consultants or advertisements) to source for potential candidates;

(c) The NC assesses the suitability of short-listed candidates and discusses with them, if necessary, to ensure that the candidates are aware of the expectations and the level of commitment required; and

(d) The NC makes recommendations to the Board for approval.

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All Directors are to submit themselves for re-nomination and re-election at regular intervals of at least once every three (3) years. The Company's Constitution provides that one-third of the Board for the time being shall retire from office by rotation at each Annual General Meeting ("**AGM**") of the Company. In addition, the Company's Constitution also provides that newly appointed Directors are required to submit themselves for re-election at the AGM of the Company immediately following their appointments.

Each member of the NC shall abstain from voting on any resolutions in respect of his or her re-nomination as a Director. Mr. Chen Yonghua and Mr. Wong Quee Quee, Jeffrey will be retiring at the forthcoming AGM pursuant to the Company's Constitution. Mr. Chen Yonghua and Mr. Wong Quee Quee, Jeffrey, being eligible, had each consented to stand for re-election as Directors of the Company at the forthcoming AGM.

For the financial year under review, the NC is of the view that the Independent Directors of the Company are independent (as defined under Principle 2 as set out in page 30 of this Annual Report) and are able to exercise judgment on the corporate affairs of the Group that is independent of the Management.

Despite some of the Directors having other Board representations, the NC is satisfied that these Directors are able to and have adequately carried out their duties as Directors of the Company. Currently, the Board has not determined the maximum number of listed Board representations which any Director may hold as it would not adequately take into account the varied circumstances of each Director. The NC and the Board will review the requirement to determine the maximum number of listed Board representations as and when they deem fit. The Company currently does not have any alternate Directors.

Details of the Directors' academic and professional qualifications and directorships both present and those held over the preceding three (3) years in other listed companies and other principal commitments are set out on pages 20 to 22 and 48 to 56 of the Annual Report.

The key information regarding Directors is set out below:

Name of Director	Board Appointment Executive / Non-Executive	Board Committees as Chairman or Member	Directorship Date First Appointment / Date of Last Re-Election	Due for Re- Election / Re-Appointment on forthcoming AGM
Mr. Chen Yonghua	Executive Chairman and Executive Director	Board Member	12 January 2012 / 27 September 2024	✓
Mr. Neo Cheow Hui	Chief Executive Officer and Executive Director	Board Member	21 July 2005 / 25 September 2025	–
Mr. Loy Soo Chew	Lead Independent Director	Board Member, Chairman of AC and Member of RC and NC	15 April 2019 / 25 September 2025	–
Mr. Wong Quee Quee, Jeffrey	Independent Director	Board Member, Chairman of RC, Member of AC and NC	15 April 2019 / 27 September 2024	✓
Ms. Guo Xiaofei	Independent Director	Board Member, Chairwoman of NC, Member of AC and RC	1 October 2024 / 25 September 2025	–

Note: Information on the Directors' shareholding in the Company is set out in the Directors' Statement.

Board Performance

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

The NC determines how the Board's performance may be evaluated and proposes objective performance criteria, subject to the Board's approval, which address how the Board has enhanced long-term shareholders' value. The performance evaluation takes into consideration the Company's share price performance vis-à-vis the Singapore Straits Times Index. The Board has also implemented a process to be carried out by the NC for assessing the effectiveness of the Board as a whole and its Board Committees and for assessing the contribution from each individual Director to the effectiveness of the Board.

The Board and the NC have endeavoured to ensure that the Directors appointed to the Board possess the relevant experience, knowledge and expertise critical to the Group's business.

During the financial year under review, the Directors were requested to complete the evaluation form of the Board as a whole, Board Committees and individual Directors respectively to assess the overall effectiveness of the Board, Board Committees and individual Directors. The results of the evaluation exercise were considered by the NC which then made recommendations to the Board on enhancements to improve the effectiveness of the Board as a whole.

The NC, having reviewed the performance of the Board as a whole, Board Committees and each individual Director, is of the view that the performance of the Board, Board Committees and each individual Director have been satisfactory and met their performance objectives. No external facilitator was used in the evaluation process for FY2026.

All NC members have abstained from voting or review process of any matters in connection with the assessment of his own performance.

The NC meets at least once a year, and as warranted by circumstances, to discharge its functions. Based on the meeting schedule, the scheduled NC meeting was held in June 2026, which fell after the FY2026 financial year end. Accordingly, this meeting was not counted as meeting held during FY2026 for the purpose of assessing compliance with the minimum number of meetings prescribed under the ToR. Notwithstanding this, the Board is satisfied that the NC continued to discharge its responsibilities effectively. The NC meeting was subsequently held in June 2026, with all NC members in attendance.

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.

The RC comprises the following three (3) Directors, all of whom are Independent Directors:

Remuneration Committee
Mr. Wong Quee Quee, Jeffrey (Chairman)
Mr. Loy Soo Chew
Ms. Guo Xiaofei

The members of the RC carried out their duties in accordance with the ToR which include recommending to the Board, a framework of remuneration for each Director.

The RC recommends to the Board a framework for the remuneration of the Board and KMP and to determine specific remuneration packages for each Executive Director which is based on transparency and accountability.

The RC is governed by its ToR and its key functions include:

- reviewing and recommending to the Board a framework of remuneration for all Directors of the Company and key Management;

- reviewing the service contracts of the Executive Directors; and

- reviewing and submitting its recommendations for endorsement by the Board.

The RC was formed with the mandate to oversee the general compensation of key employees of the Group with a goal to motivate, recruit and retain employees and Directors through competitive compensation and progressive policies.

Each member of the RC will refrain from voting on any resolution in respect of the assessment of his or her own remuneration. No Director will be involved in determining his or her own remuneration.

The RC has access to professional advice from experts outside the Company on executive remuneration matters as and when necessary. In accessing the professional advice from experts outside the Company, the RC will ensure that existing relationships, if any, between the Company and its appointed remuneration consultants will not affect the independence and objectivity of the remuneration consultants. The Company will also disclose the names and firms of the remuneration consultants in the annual remuneration report, and include a statement on whether the remuneration professionals have any such relationships with the Company. The Company did not engage any remuneration consultants during FY2026.

In addition to the above, the RC will also review the Company's obligations in the event of termination of the Executive Directors' and KMP's contracts of service, to ensure that such service agreements contain fair and reasonable termination clauses which are not overly generous. The RC aims to be fair and avoid rewarding poor performance.

The RC meets at least once a year, and as warranted by circumstances, to discharge its functions. Based on the meeting schedule, the scheduled RC meeting was held in June 2026, which fell after the FY2026 financial year end. Accordingly, this meeting was not counted as meeting held during FY2026 for the purpose of assessing compliance with the minimum number of meetings prescribed under the ToR. Notwithstanding this, the Board is satisfied that the RC continued to discharge its responsibilities effectively. The RC meeting was subsequently held in June 2026, with all RC members in attendance.

Level and Mix of Remuneration

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

The Company has a remuneration policy, which comprises a fixed component and a variable component. The fixed and variable components are in the form of a base salary and a variable bonus respectively and take into account the performance of the Company as a whole and the performance of the individual Director and the KMP so as to align remuneration with the interests of shareholders and link rewards to corporate and individual performance.

The remuneration packages for the Executive Directors and KMP will be reviewed by the RC annually to ensure that the remuneration is commensurate with the level of contribution, taking into account factors such as effort and time, and responsibilities of the Executive Directors and KMP. For FY2026, the RC is satisfied that the performance conditions for the Executive Directors and KMP were met.

In September 2021, shareholders approved the GKE Employee Share Option Scheme 2021 (the "**GKE ESOS 2021**"). The GKE ESOS 2021 is administered by the RC (the "**Administration Committee**").

The primary objective of establishing the GKE ESOS 2021 is to attract, reward, retain and motivate the Group's Directors and key employees so as to strengthen the Group's competitiveness and build a sustainable long-term business. Allowing the Group's Directors and high performing employees to participate in the equity of the Company will encourage them to achieve a higher standard of performance and promote loyalty to the Company and the Group.

In addition, by fostering a greater ownership culture within the Group, GKE ESOS 2021 would engender the alignment of the interests of employees with those of the shareholders. This long-term shareholder value through sustainable growth is achieved through increased performance standards and efficiency of key employees. In addition, the participatory style of management promotes greater commitment and a stronger sense of identification towards the Group amongst the employees.

Under GKE ESOS 2021, a Participant will be granted the right to subscribe for shares ("**Options**"). An Option represents the right of the Participant to receive fully paid shares upon payment of the Exercise Price (as defined and determined under the GKE ESOS 2021) within the Exercise Period (as defined in the GKE ESOS 2021). The Exercise Price and Exercise Period shall be determined by the Administration Committee in its absolute discretion in accordance with the GKE ESOS 2021.

The Independent and Non-Executive Directors do not enter into service agreements with the Company. They are paid with Directors' fees, the amount of which is dependent on their level of contribution, taking into account factors such as effort, time spent and responsibilities. The Company will submit the quantum of Directors' fees for the coming year to the shareholders for approval at each AGM. Save for Directors' fees and ESOS as disclosed in Principle 8 on page 37 of this report, the Independent Directors do not receive any other remuneration from the Company in FY2026.

The Company does not use contractual provisions to allow the Company to reclaim incentive components of remuneration from Executive Directors and KMP in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss to the Company. As the Executive Directors owe a fiduciary duty to the Company and enter into employment agreements with the Group, the Group should be able to avail itself to remedies against the Executive Directors in the event of breach of fiduciary duties or contract.

Disclosure on Remuneration

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

The disclosure on remuneration is provided to enable investors to understand the link between the remuneration paid to Directors and Management, and corporate and individual performance. A breakdown of the remuneration of Directors for FY2026 is set out below:

Directors' Names	Directors' Fees [1] (%)	Salary (%)	Bonus (%)	Benefits [2] (%)	Total (S$)
Chen Yonghua	0	61	36	3	676,913
Neo Cheow Hui	0	59	34	7	701,441
Loy Soo Chew	99	0	0	1	54,810
Wong Quee Quee, Jeffrey	98	0	0	2	43,810
Guo Xiaofei	100	0	0	0	43,000

Notes:

(1) These fees were approved by the shareholders at the previous AGM held on 25 September 2025.

(2) Inclusive of share-based payment expenses.

The level and mix of top six (6) existing KMP who are not Directors or the CEO of the Company for FY2026 are set out below:

Name of KMP	Salary %	Bonus %	Benefits %	Total %
≥S$500,001 to S$750,000				
Neo Hwee Lee, Marina [1]	51	47	2	100
Chai Hwee Hoon, Doreen	52	46	2	100
≥S$250,001 to S$500,000				
Chua Wei Chye Lawrence [2]	87	11	2	100
Chen Jiangnan [3]	73	24	3	100
Below S$250,000				
Li Ziyan	82	15	3	100
Toh Cheng Chye	75	22	3	100

Details of remuneration paid to the immediate family member of Directors, the CEO or a substantial shareholder of the Company for FY2026 are as follows:

Name of Immediate Family Member	Salary %	Bonus %	Benefits %	Total %
≥S$500,001 to S$750,000				
Neo Hwee Lee, Marina [1]	51	47	2	100
≥S$250,001 to S$500,000				
Chen Jiangnan [3]	73	24	3	100
Below S$250,000				
Chen Jiangyun [4]	85	13	2	100

Notes:

(1) Ms. Neo Hwee Lee, Marina is the sister of Mr. Neo Cheow Hui.

(2) Mr. Chua Wei Chye Lawrence resigned as Chief Financial Officer with effect from 15 May 2026. The remuneration shown was prorated in accordance with his tenure as a Chief Financial Officer in FY2026.

(3) Mr. Chen Jiangnan is the son of Mr. Chen Yonghua and is also a substantial shareholder of the Company.

(4) Ms. Chen Jiangyun is the daughter of Mr. Chen Yonghua.

Except as disclosed above, there were no employees who were substantial shareholders of the Company, immediate family members of a Director or the CEO or a substantial shareholder of the Company whose remuneration exceeds S$100,000 in the Group's employment during the financial year under review. For FY2026, the aggregate total remuneration paid to the KMP (who are not Directors or the CEO) of the Company amounted to S$2,301,168.

There were no terminations, retirement or post-employment benefits granted to the Directors, the CEO and KMP other than the standard contractual notice period termination payment in lieu of service for FY2026.

In view of the confidentiality of remuneration matters, the Board is of the opinion that it is in the best interests of the Group not to disclose the exact details of the remuneration of the KMP (who are not Directors or the CEO) and immediate family members in the Annual Report and that the disclosure is based on the above remuneration bands as appropriate.

ACCOUNTABILITY AND AUDIT

Risk Management and Internal Controls

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

The Board recognises its responsibilities over the governance of risks and has put in place management procedures for ensuring a sound system of risk management and internal controls. These procedures include introducing a structured Enterprise Risk Management ("**ERM**"), management reviews of key transactions, and the assistance of independent professionals such as the Group's external and internal auditors to review financial statements and internal controls covering key risk areas.

The Group has started implementing an ERM programme in stages which cover the following areas:

- **Structured ERM Reporting Processes**

  An overall framework for risk management has been documented in a manual to be disseminated to personnel responsible for oversight of risks and operations of risk countermeasures. This ERM manual includes the terms of reference of the various personnel and committees responsible for monitoring and managing risks in the Group. The ERM process also requires ongoing identification of key risks to the company. Risk workshops attended by KMP were conducted to provide a structured approach of identification and assessment of risks.

- **Risk Appetite of the Group**

  The Group relies on Management to monitor day-to-day operations while subjecting key corporate decisions, such as investments or acquisitions of businesses to Board approval. The Group's performance is monitored closely by the Board periodically and any significant matters that might have an impact on the operating results are required to be brought to the immediate attention of the Board.

  The Group has also taken a strict stance towards avoiding any risks that might result in breaching relevant laws and regulations and risks that could adversely affect the reputation of the Group. Active efforts are also in place to manage risks within impact such as transferring them to third-party insurers or having internal control procedures to better mitigate the likelihood of their occurrence. Internal audits will be regularly conducted to assess the ongoing compliance with the established controls to address key risk areas where applicable.

- **Risk Assessment and Monitoring**

  Based on the ERM framework, the nature and extent of risks to the Group will be assessed regularly by KMP and risk reports covering top risks to the Group will be submitted to the AC on an annual basis. A set of risk registers to document risks arising from this ERM exercise has also been established to document all key risks and the corresponding countermeasures will be updated whenever new risks emerge or when there are applicable changes in the business environment.

  In addition to the above ERM reports, the Board has also received written assurance from the CEO and the FC that:

  (i) the financial records have been properly maintained and the financial statements give a true and fair view of the Company's operations and finances; and

  (ii) the Company's risk management and internal control systems are adequate and effective to address the financial, operational, compliance and information technology risks.

Assessment of the Adequacy of Internal Controls

The Board, with the concurrence of the AC, is of the opinion that the system of internal controls and risk management maintained by the Management throughout FY2026 is adequate and effective to address the financial, operational, compliance and information technology risks.

The Board and the AC are of the opinion that the Company's internal controls including financial, operational, compliance, and informational technology controls, and risk management systems were adequate and effective based on:

- the internal controls established and maintained by the Group;
- reports issued by the internal and external auditors;
- risk reports arising from the ERM exercise;
- regular reviews performed by the Management, and annual review undertaken by the AC and the Board; and
- written assurance by the Management.

Pursuant to Rule 1204(10) of the Catalist Rules, the Board, with the concurrence of the AC, is of the opinion that there was no material weaknesses identified in the Group's internal controls and risk management systems in FY2026.

The AC, the Executive Directors and the FC will continue to review and strengthen the Group's controls environment and allocate more resources and expertise towards improving its internal policies and procedures to maintain a high level of governance and internal controls.

Audit Committee

Principle 10: The Board has an AC which discharges its duties objectively.

The AC currently comprises the following three (3) Directors:

Audit Committee
Mr. Loy Soo Chew (Chairman)
Mr. Wong Quee Quee, Jeffrey
Ms. Guo Xiaofei

The Company has adopted the written ToR clearly setting out the roles and responsibilities of the AC.

The AC schedules a minimum of four (4) meetings in each financial year. Based on the meeting schedule, one of the scheduled AC meetings was held in June 2026, which fell after the FY2026 financial year end. Accordingly, this meeting was not counted as meeting held during FY2026 for the purpose of assessing compliance with the minimum number of meetings prescribed under the ToR. Notwithstanding this, the Board is satisfied that the AC continued to discharge its responsibilities effectively. The AC meeting was subsequently held in June 2026, with all AC members in attendance. The Board is of the view that the members of the AC have sufficient accounting and financial management knowledge and experience to discharge their responsibilities as members of the AC.

The primary functions of the AC are as follows:

- Reviewing the audit plans of the internal and external auditors of the Group and the Company, and reviewing the internal auditor's evaluation of the adequacy of the Company's system of internal accounting controls and the assistance given by the Group and the Company's management to the internal and external auditors;

- Reviewing the interim and full-year financial statements and the auditor's report on the annual financial statements of the Group and the Company before their submission to the Board;

- Reviewing the effectiveness of the Group and the Company's material internal controls, including financial, operational and compliance controls and risk management via reviews carried out by the internal auditor;

- Meeting with the internal and external auditors, other committees, and management in separate executive sessions to discuss any matters that these groups believe should be discussed privately with the AC;

- Reviewing legal and regulatory matters that may have a material impact on the financial statements, related compliance policies and programmes and any reports received from regulators;

- Reviewing the cost-effectiveness and the independence and objectivity of the external auditor;

- Reviewing the nature and extent of non-audit services provided by the external auditor;

- Recommending to the Board the external auditor to be nominated, approving the compensation of the external auditor, and reviewing the scope and results of the audit;

- Reporting actions and minutes of the AC to the Board with such recommendations as the AC considered appropriate;

- Reviewing any interested person transactions and monitoring the procedures established to regulate interested person transactions, including ensuring compliance with the Company's internal control system and the relevant provision and requirements of the Catalist Rules, as well as all conflicts of interests to ensure that proper measures to mitigate such conflicts of interests have been put in place; and

- Considering and reviewing the assurance provided by the CEO and the FC in relation to the financial records and financial statements.

In addition, the AC is given the task of commissioning investigations into matters where there is suspected fraud or irregularity, or failure of internal controls or infringement of any law, rule or regulation, which has or is likely to have a material impact on the Company's operating results or financial position, and to review the findings thereof. The AC has also conducted reviews of interested person transactions.

External Audit Function

The AC recommends to the Board on the proposals to the shareholders on the appointment, re-appointment and removal of the external auditor and approves the remuneration of the external auditor. The AC is satisfied with the adequacy of the scope and quality of the external audits conducted by Ernst & Young LLP ("**EY**"). The AC has recommended to the Board that EY be nominated for the re-appointment as the external auditor of the Company at the forthcoming AGM. EY has expressed its intention to continue and be nominated for re-appointment as external auditors at the forthcoming AGM. The Board has accepted this recommendation and has proposed a resolution to shareholders for the re-appointment of EY at the forthcoming AGM.

The AC and the Board are satisfied that the appointment of different auditors for certain subsidiaries would not compromise the standard and effectiveness of the audit of the Group. Accordingly, the Company has complied with Rules 712, 715 or 716 of the Catalist Rules in relation to the engagement of its external auditor.

The AC meets with the internal and external auditors without the presence of Management at least once annually to review the adequacy of audit arrangements, the internal controls established by the Management and the independence, objectivity and observations of the auditors.

During the year, the AC reviewed the financial statements of the Company before the announcement of the Company's financial results. The AC also reviewed and approved both the Company's external auditor's plans to ensure that the plans covered sufficiently the terms of audit scope in reviewing the significant internal controls of the Company. Such significant controls comprise financial, operational and compliance controls. All audit findings and recommendations raised by the external auditor were forwarded to the AC. Significant issues were discussed at these meetings.

In addition, the AC undertook a review of the independence and objectivity of the external auditor through discussions with the external auditor, as well as reviewing the non-audit fees paid to the external auditor which amounted to 11.9% of the total audit fees. The Board, with the concurrence of AC, has confirmed that the non-audit services performed by the external auditor would not affect its independence.

Fees paid or payable by the Group to the external auditor for non-audit services and audit services for FY2026 amounted to S$35,000 and S$295,000 respectively.

In the review of the financial statements for FY2026, the AC had discussed with Management and the external auditor on changes to accounting standards and significant issues and assumptions that impact the financial statements. The most significant matters had also been included in the Independent Auditors' Report to the members of the Company under "**Key Audit Matters**". In assessing the Key Audit Matters, the AC took into consideration the approach, methodology and the key assumptions applied in the review of the Key Audit Matters as provided in the Independent Auditors' Report. The AC concluded that Management's accounting treatment and estimates in the Key Audit Matters were appropriate.

The AC is updated annually or from time to time on any changes to the accounting and financial reporting standards by the external auditor. No former partner or Director of the Company's existing auditing firm has acted as a member of the AC (a) within a period of two (2) years commencing on the date of his/her ceasing to be a partner of the auditing firm or director of the auditing corporation; and in any case, (b) for as long as he/she has any financial interest in the auditing firm or auditing corporation.

Internal Audit Function

The AC decides on the appointment, removal, termination, evaluation and compensation of the internal auditor. The AC annually reviews the independence, adequacy and effectiveness of the internal audit function of the Company.

The Company has outsourced its internal audit function to BDO Advisory Pte. Ltd. ("**BDO**"), which is an established international professional services firm. BDO conducts its internal audits based on the BDO Global Internal Audit Methodology, which is consistent with the International Professional Practices Framework established by the Institute of Internal Auditors. BDO reports directly to the AC on audit matters and the CEO on administrative matters. BDO, as the Internal Auditor, has unfettered access to all the Company's documents, records, properties and personnel, including access to the AC and has appropriate standing within the Company.

The BDO Engagement Partner has more than twenty (20) years of experience in audit and advisory services, and is a Chartered Accountant (Singapore), Certified Internal Auditor and Certified Information System Auditor. Members of the internal audit team also have relevant academic qualifications and internal audit experience. Having reviewed the qualifications, experience, resource and independence of the internal auditors as required under Rule 1204(10C) of the Catalist Rules, the AC is satisfied that the outsourced internal audit function is adequately staffed by suitably qualified and experienced professionals based on the internal audits conducted for FY2026. Based on the above, the AC confirms that the internal audit function is independent, effective and adequately resourced.

Whistle-blowing Policy

The Group has implemented a "Whistle-Blowing Policy" whereby accessible channels are provided for employees to raise concerns about possible improprieties in matters of financial reporting or other matters of which they become aware and to ensure that:

(i) independent investigations are carried out in an appropriate and timely manner;

(ii) appropriate action is taken to correct the weaknesses in internal controls and policies which allowed the perpetration of fraud and/or misconduct and to prevent a recurrence; and

(iii) administrative, disciplinary, civil and/or criminal actions that are initiated following the completion of investigations are appropriate, balanced and fair, while providing reassurance that employees will be protected from reprisals or victimisation for whistle-blowing in good faith and without malice.

Details of the whistle-blowing policy, together with the dedicated whistle-blowing communication channels have been made available to all employees of the Company. The identity of the whistleblower is kept confidential at all times, and the whistleblower will not be subject to detrimental or unfair treatment.

The whistle-blowing policy and procedures are reviewed by the AC from time to time to ensure they remain relevant. The AC is responsible for oversight and monitoring of whistle-blowing. The AC reports to the Board on such matters at the Board meetings. Should the AC receive reports relating to serious offences and/or criminal activities in the Group, the AC and the Board have access to the appropriate external advice where necessary. Where appropriate or required, a report shall be made to the relevant government authorities for further investigation or action.

As of the date of this Annual Report, there is no whistle-blowing case reported through the whistle-blowing mechanism.

REPORT OF CORPORATE GOVERNANCE

SHAREHOLDER RIGHTS AND ENGAGEMENT

Shareholder Rights and Conduct of General Meetings

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

The forthcoming AGM will be held physically. Shareholders are informed of general meetings through the announcement released to the SGXNet and on the Company's corporate website, to ensure fair dissemination to shareholders. These notices are also advertised in a national newspaper. All shareholders are entitled to attend the general meetings and are provided the opportunity to participate in the general meetings. If any shareholder is unable to attend, he/she is allowed to appoint such number of proxies as required to vote on his/her behalf at the general meeting through proxy forms sent in advance. The shareholders are also informed on the voting procedures at the general meetings.

Shareholders are encouraged to attend the Company's general meetings to ensure a high level of accountability and to be updated on the Group's strategies and goals. Notice of the general meeting is dispatched to Shareholders, together with explanatory notes or a circular on items of special businesses (if necessary), at least fourteen (14) clear calendar days before the meeting. The Board welcomes questions from Shareholders who wish to raise issues, before or during the meeting.

Each item of special business included in the notice of the general meetings will be accompanied by explanation of the effects of a proposed resolution. All the resolutions at the general meetings are single item resolutions. Where any of the resolutions are bundled, the reasons and material implications will be explained in the notice of meeting.

The Chairmen/Chairwoman of the AC, the NC and the RC are normally present and are available to address questions relating to the work of their respective Board Committees at general meetings. Furthermore, the external auditor is present to assist the Board in addressing any relevant queries by our shareholders including the conduct of audit and the preparation and content of the auditor's report. All Directors will endeavour to be present at the Company's general meetings of shareholders to address shareholders' queries. The Directors' attendance at the Company's general meeting during FY2026 has been disclosed in page 28 of this Annual Report.

Although the Company's Constitution does not include the nominee or custodial services to appoint more than two (2) proxies, the applicable legislation has been amended on 3 January 2016, among other things, to allow certain members, defined as "Relevant Intermediary" to attend and participate in general meetings without being constrained by the two-proxy requirement. Relevant Intermediaries includes corporations holding licenses in providing nominee and custodial services and CPF Board which purchases shares on behalf of the CPF investors.

The Company's Constitution also provides that the shareholder of the Company entitled to attend and vote at the general meetings is entitled to appoint not more than two (2) proxies to attend and vote in his/her stead. A proxy need not be a shareholder of the Company. The instrument appointing a proxy must be deposited at the place specified in the notice of the general meetings not less than forty-eight (48) hours before the time appointed for holding the general meetings.

Voting by absentia by mail, facsimile or email is currently not provided in the Company's Constitution as such voting methods would need to be cautiously studied for their feasibility to ensure that the integrity of the information and the authenticity of the shareholder's identity are not compromised.

The Company will publish the minutes of general meetings which includes substantial and relevant comments or queries from shareholders relating to the agenda of the general meeting, and responses from the Board and Management, on both the SGX website via SGXNet and the Company's website within one (1) month from the general meeting.

The Group does not have a formal dividend policy at present. The form, frequency and amount of dividends declared each year will take into consideration the Group's earnings, general financial condition, results of operations, capital requirements, cash flow, general business conditions, the Group's development plans and other factors as the Board may deem appropriate.

The Company has proposed a final dividend (one-tier tax exempt) of 0.10 Singapore cents per ordinary share in respect of FY2026, subject to shareholders' approval at the forthcoming AGM.

Together with the declared and paid of interim dividend at 0.05 Singapore cents per ordinary share, the Company has declared a total dividend of 0.15 Singapore cents per ordinary share for FY2026.

Engagement with Shareholders

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

The Company believes in high standards of transparent corporate disclosure and is committed to disclosing information to its shareholders in a timely and fair manner via SGXNet. Where there is inadvertent disclosure made to a selected Group, the Company will make the same disclosure publicly to all others as soon as practicable. The Company acknowledges the importance of establishing effective communication among the stakeholders through regular engagement and various communication platforms to achieve mutually beneficial goals.

Communication is made through:

- Annual Reports that are prepared and sent to all shareholders. The Board ensures that the Annual Reports include all relevant information about the Company and the Group, including future developments and other disclosures required by the Companies Act 1967 of Singapore and Singapore Financial Reporting Standards (International);

- half-year and full-year financial results announcements containing a summary of the financial information and affairs of the Group; and

- notices of explanatory memoranda for AGM and Extraordinary General Meeting ("**EGM**"). The notices of AGM and EGM are also advertised in a national newspaper and the Company has arranged the notices of AGM and EGM (if applicable) for FY2026 published via the SGXNET URL: https://www.sgx.com/stock-exchange/company-announcement, via publication on the Company's corporate website, http://www.gke.com.sg

The Company currently does not have an investor relations policy. It has engaged an external investor relations firm, Octave FinComm Private Limited, to assist in investor relations activities. All material information on the performance and development of the Group and the Company is disclosed in an accurate and comprehensive manner through SGXNet and the Company's website. The Company's website is http://www.gke.com.sg at which shareholders can access financial information, corporate announcements, press releases, Annual Reports and profile of the Group.

By supplying shareholders with reliable and timely information, the Company is able to strengthen the relationship with its shareholders based on trust and accessibility. The contact details of the investor relations firm are set out in "Corporate Information" section of the Annual Report.

MANAGING STAKEHOLDINGS RELATIONSHIPS

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 identified five (5) key stakeholder groups, namely, the communities, employees, investors, customers and suppliers. The Company's approach to the engagement with key stakeholders and materiality assessment will be disclosed in the Company's Sustainability Report for FY2026 to be published separately by end September 2026. The Company will continue to monitor and improve its engagement to ensure that the best interests of the Company are served.

The Company does not practice selective disclosure. Price sensitive information is first publicly released through SGXNet, before the Company meets with any investors or analysts.

To promote regular, effective and fair communication with stakeholders, the Company maintains a corporate website at http://www.gke.com.sg through which stakeholders are able to access up-to-date information on the Group.

The website provides Annual Reports, financial information, stock information, profiles of the Group, and contact details of the Group's investor relations representatives.

DEALINGS IN SECURITIES

In compliance with Rule 1204(19) of the Catalist Rules, the Company has adopted policies to provide guidance to its officers on securities transactions by the Company and its officers. These internal guidelines apply to dealings in securities by certain employees (including Directors and other officers) of the Group. The Company sends notifications via email to notify all its Directors and officers prior to the commencement of each trading blackout period. In addition, the Directors and officers of the Company are advised not to deal (whether directly or indirectly) in the Company's securities on short-term considerations and be mindful of the law on insider trading as prescribed by the Securities and Futures Act 2001 of Singapore, at all times even when dealing in securities within the permitted trading period.

The Company, its Directors and officers should not deal in the securities of the Company for a period of one (1) month before the half-year and full-year results or if they are in possession of unpublished price-sensitive information.

INTERESTED PERSON TRANSACTIONS

The Company has adopted an internal policy in respect of any transaction with an interested person, which sets out the procedures for review and approval of such transactions.

All interested person transactions will be documented and submitted periodically to the AC for its review to ensure that such transactions are carried out on an arm's length basis and on normal commercial terms and are not prejudicial to the Company and its minority shareholders.

The shareholders had on 25 September 2025 approved the proposed renewal of the IPT general mandate. Details of IPTs transacted during FY2026 are as follows:-

Name of interested person	Nature of relationship	Aggregate value of all interested person transaction during the financial period under review (excluding transactions less than S$100,000 and transaction conducted under shareholders' mandate pursuant to Rule 920) S$'000	Aggregate value of all interested person transaction conducted under shareholders' mandate pursuant to Rule 920 (excluding transactions less than S$100,000) S$'000
Purchase of goods from Cenxi Haoyi Recycling Co., Ltd ("**Cenxi Haoyi**")	Chen Yonghua who is the Company's Executive Chairman and Executive Director, is also a Controlling Shareholder of Dongguan Haoyi which held 51% shares of Cenxi Haoyi.	Nil	672

MATERIAL CONTRACTS AND LOANS

Save for the interested person transactions as disclosed above, pursuant to Rule 1204(8) of the Catalist Rules, the Company confirms that, except as disclosed in the Directors' Statement and financial statements, there were no other material contracts and loans of the Company and its subsidiaries involving the interests of the CEO or any Director or controlling shareholder, either still subsisting at the end of the financial year or if not then subsisting, which were entered into since the end of the previous financial year.

CATALIST SPONSOR

The Company is currently under the SGX-ST Catalist sponsor-supervised regime and the continuing sponsor of the Company is RHT Capital Pte. Ltd.. During FY2026, non-sponsor fees of S$145,304 were paid to RHT Capital Pte. Ltd. for its services as financial adviser to the Company for its corporate actions.

USE OF PROCEEDS

The Company raised gross proceeds of approximately S$8.5 million from the placement of 88,123,510 new ordinary shares completed in October 2025. After deducting the related placement expenses, the net proceeds available for the intended use amounted to approximately S$8.2 million.

As at 31 May 2026, the status of the utilisation of the net proceeds is as follows:

Intended Use	Allocation (S$'000)	Amount Utilised as at 31 May 2026 (S$'000)	Balance as at 31 May 2026 (S$'000)
Local and overseas expansion of the Group's logistics and warehousing business	8,201	1,137	7,064
Total	**8,201**	**1,137**	**7,064**

The net proceeds utilised as at 31 May 2026 were mainly applied towards the development of the Group's logistics facility at 7 Kwong Min Road. The utilisation of the net proceeds is in accordance with the intended use disclosed in the Company's announcement dated 25 September 2025.

The Company intends to utilise the remaining net proceeds for the intended purpose and will provide further updates on the utilisation of the net proceeds.

REPORT OF CORPORATE GOVERNANCE

Information for the Directors who are retiring and being eligible, offer themselves for re-election at the forthcoming AGM pursuant to Rule 720(5) of the Listing Manual of the SGX-ST:

Details	**Name of Director**	
	Chen Yonghua	**Wong Quee Quee, Jeffrey**
Date of Appointment	12 January 2012	15 April 2019
Date of last re-appointment (if applicable)	27 September 2024	27 September 2024
Age	56	51
Country of principal residence	Singapore	Singapore
The Board's comments on this appointment (including rationale, selection criteria, and the search and nomination process)	The Board has accepted the NC's recommendation following its review and consideration of his qualifications, expertise, part experiences and overall contribution that Mr. Chen Yonghua is able to exercise judgment in his capacity as the Executive Director in relation to the corporate affairs of the Group.	The Board has accepted the NC's recommendation following its review and consideration of his qualifications, expertise, part experiences and overall contribution that Mr. Wong Quee Quee, Jeffrey is able to exercise judgment in his capacity as an Independent Director in relation to the corporate affairs of the Group and is independent of the Management. The Board considers Mr. Wong Quee Quee, Jeffrey to be independent for the purpose of Rule 704(7) of the Catalist Rules.
Whether appointment is executive, and if so, the area of responsibility	Executive	Non-Executive
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Executive Chairman and Executive Director	Independent Director, Chairman of the Remuneration Committee and a member each of the Audit Committee and Nominating Committee
Professional and educational qualifications	–	• Chartered Valuer and Appraiser Programme from Nanyang Technological University and Institute of Valuers and Appraisers • Diploma in Regulatory Compliance for International Compliance Association • Advocate and Solicitor of the Supreme Court of Singapore • Bachelor of Laws (Honours) (Second Class Upper) from National University of Singapore

Details	Name of Director	
	Chen Yonghua	Wong Quee Quee, Jeffrey
Working experience and occupation(s) during the past 10 years	Executive Chairman and Executive Director of GKE Corporation Limited	• November 2014 to November 2017: Religare Capital Markets Corporate Finance Pte. Limited, Head of Investment Banking • December 2017 to April 2018: Soochow CSSD Capital Markets (Asia) Pte. Ltd. (now known as Soochow Singapore Capital Markets (Asia) Pte. Ltd.), Head of Investment Banking • April 2018 to December 2022: Soochow CSSD Capital Markets (Asia) Pte. Ltd. (now known as Soochow Singapore Capital Markets (Asia) Pte. Ltd.), Chief Executive Officer • February 2023 to April 2023: Soochow CSSD Capital Markets (Asia) Pte. Ltd. (now known as Soochow Singapore Capital Markets (Asia) Pte. Ltd.), Senior Advisor • January 2023 to Current: Solitaire LLP, Partner
Shareholding interest in the listed issuer and its subsidiaries	Direct interest - 17,200,000 shares; Deemed interest - 50,000,000 shares (held by United Overseas Bank Nominees (Private) Limited on his behalf) and 3,274,000 employee share options	212,000 employee share options
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	Mr. Chen Jiangnan, Chief Operating officer of the Group and Director of GKE Fair Chem Pte. Ltd., is the son of Mr. Chen Yonghua	Nil
Conflict of interest (including any competing business)	Nil	Nil
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes

Details	Name of Director	
	Chen Yonghua	Wong Quee Quee, Jeffrey
Other Principal Commitments Including Directorships - Past (for the last five (5) years	Past (for the last 5 years) Nil	Past (for the last 5 years) • Soochow CSSD Capital Markets (Asia) Pte. Ltd. (now known as Soochow Singapore Capital Markets (Asia) Pte. Ltd.) • Procurri Corporation Limited
Other Principal Commitments Including Directorships - Present	Present • Shen Zhen Hua Yue Industrial Co., Ltd. • Hua Nan Pte. Ltd. • Guanxi Taihe Shengshi Real Estate Co., Ltd. • Hua Nan (Cambodia) Pte. Ltd. • Hua Nan (Laos) Pte. Ltd. • Dongguan Tianhua Chuangzhan Printing Co., Ltd. • Maoming Xingzhan Trading Co., Ltd.	Present • Management Committee Strata Title 3682 • Singapore Judo Federation • Hwa Chong Alumni Association • GSS Energy Limited • DHC Capital Pte. Ltd. • Truth Assets Management (S) Pte. Ltd. • Truth Wealth Management VCC • Solitaire LLP • AsiaPhos Limited • Katrina Group Ltd. • Hwa Chong Foundation Limited
a. Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No

Details	Name of Director	
	Chen Yonghua	**Wong Quee Quee, Jeffrey**
b. Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a Director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	Yes Mr. Wong was previously a non-executive director of Honestbee Pte. Ltd. ("**Honestbee**"). Subsequent to his resignation as a director of Honestbee on 15 August 2019, the Singapore Court had, on 7 July 2020, issued an order for Honestbee to be wound up.
c. Whether there is any unsatisfied judgment against him?	No	No
d. Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No	No
e. Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No	No

Details	Name of Director	
	Chen Yonghua	Wong Quee Quee, Jeffrey
f. Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No	No
g. Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No
h. Whether he has ever been disqualified from acting as a Director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No
i. Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No	No

Details	Name of Director	
	Chen Yonghua	Wong Quee Quee, Jeffrey
j. Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:—	No	No
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 was so concerned with the entity or business trust?	No	Yes. Mr. Wong was previously the chief executive officer and executive director of Soochow CSSD Capital Markets (Asia) Pte. Ltd. (now known as Soochow Singapore Capital Markets (Asia) Pte. Ltd.) (“**SCCM**”). In February 2023, SCCM received a supervisory reminder from the Monetary Authority of Singapore (the “**Authority**”) to maintain its base capital at or above the minimum requirement of the Authority. Mr. Wong was previously an independent non-Executive director of Procurri Corporation Limited (“**Procurri**”). On 4 August 2020, the Authority issued a reminder to Procurri to comply with Section 137G(1) of the Securities and Futures Act 2001.

Details	Name of Director	
	Chen Yonghua	Wong Quee Quee, Jeffrey
		Mr. Wong was previously an executive director of Religare Capital Markets Corporate Finance Pte. Limited ("**RCMCF**"). In July 2016, the Authority issued a supervisory reminder to RCMCF in respect of Regulation 6(1)(a) of the Securities and Futures (Financial and Margin Requirements for Holders of Capital Markets Services Licences) Regulations, which required the holder of a capital markets services licence granted under the Securities and Futures Act to ensure that its financial resources do not fall below its total risk requirement. In February 2018, the Authority issued a supervisory reminder to remind RCMCF to ensure compliance with all applicable regulations at all times in connection with the financial resources of RCMCF falling below its total risk requirements in May 2017.
k. Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No
Information required	**Disclosure applicable to the appointment of Director only.**	
Any prior experience as a Director of an issuer listed on the Exchange?	Not applicable as this relates to the re-election of director.	Not applicable as this relates to the re-election of director.

PARTICULARS OF DIRECTORS PURSUANT TO THE CODE OF CORPORATE GOVERNANCE

Name of Director	Board Appointment Executive/ Non-executive	Board Committees as Chairman or Member	Directorships in other listed companies and other major appointments	Past directorships in other listed companies and other major appointments over the preceding three (3) years
Mr. Chen Yonghua	Executive Chairman and Executive Director	Board Member	Nil	Nil
Mr. Neo Cheow Hui	Chief Executive Officer and Executive Director	Board Member	Nil	Nil
Mr. Loy Soo Chew	Lead Independent Director	Board Member, Chairman of the Audit Committee and a member of the Remuneration Committee and the Nominating Committee	• Kian Ann Engineering Pte. Ltd. (Executive Director)	Nil
Mr. Wong Quee Quee, Jeffrey	Independent Director	Board Member, Chairman of the Remuneration Committee and a member of the Audit Committee and the Nominating Committee	• GSS Energy Limited (Independent Director) • Katrina Group Ltd. (Independent Director) • Asiaphos Limited (Independent and Non-Executive Chairman) • Truth Assets Management (S) Pte. Ltd. (Non-Executive Director) • Truth Wealth Management VCC (Non-Executive Director) • Hwa Chong Foundation Limited (Non-Executive Director)	• Procurri Corporation Limited (Independent Director)

Name of Director	Board Appointment Executive/ Non-executive	Board Committees as Chairman or Member	Directorships in other listed companies and other major appointments	Past directorships in other listed companies and other major appointments over the preceding three (3) years
			• Hwa Chong Alumni Association (Council Member and Deputy Secretary General) • Singapore Judo Federation (Board Member and Secretary General) • Management Committee Strata Title 3682 (Council Member and Treasurer) • DHC Capital Pte. Ltd. (Senior Adviser) • Solitaire LLP (Partner)	
Ms. Guo Xiaofei	Independent Director	Board Member, the Chairwoman of Nominating Committee and a member of the Audit Committee and the Remuneration Committee	• Shook Lin & Bok LLP (Partner)	Nil

DIRECTORS' STATEMENT

The Directors hereby present their statement to the members together with the audited consolidated financial statements of GKE Corporation Limited (the "**Company**") and its subsidiaries (collectively, the "**Group**") and the balance sheet and statement of changes in equity of the Company for the financial year ended 31 May 2026.

Opinion of the Directors

In the opinion of the Directors,

(i) the consolidated financial statements of the Group and the balance sheet and the 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 May 2026 and the financial performance, changes in equity and cash flows of the Group and the changes in equity of the Company for the year ended on that date; and

(ii) 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.

Directors

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

Chen Yonghua	(Executive Chairman and Executive Director)
Neo Cheow Hui	(Chief Executive Officer and Executive Director)
Loy Soo Chew	(Lead Independent Director)
Wong Quee Quee, Jeffrey	(Independent Director)
Guo Xiaofei	(Independent Director)

In accordance with Regulation 107 of the Company's Constitution, the following Directors would be retiring and being eligible, offered themselves for re-election at the forthcoming Annual General Meeting ("**AGM**") for the financial year ended 31 May 2026:

Regulation 107

Chen Yonghua
Wong Quee Quee, Jeffrey

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 are, or one of whose objects is, to enable the Directors of the Company to acquire benefits by means of the acquisition of shares or debentures of the Company or any other body corporate.

Directors' interests in shares and debentures

The following Directors, who held office at the end of the financial year, had, according to the register of Directors' shareholdings, required to be kept under Section 164 of the Singapore Companies Act 1967, an interest in shares and share options of the Company and related corporations (other than wholly-owned subsidiaries) as stated below:

	Direct interest			Deemed interest		
Name of Director	**At the beginning of financial year**	**At the end of financial year**	**At 21 June 2026**	**At the beginning of financial year**	**At the end of financial year**	**At 21 June 2026**
Ordinary shares of the Company						
Chen Yonghua	17,200,000	17,200,000	17,200,000	50,000,000	50,000,000	50,000,000
Neo Cheow Hui	28,245,300	28,245,300	28,245,300	500,000	500,000	500,000
Share options of the Company						
Chen Yonghua	2,568,000	3,274,000	3,274,000	–	–	–
Neo Cheow Hui	2,568,000	3,274,000	3,274,000	–	–	–
Loy Soo Chew	160,000	212,000	212,000	–	–	–
Wong Quee Quee, Jeffrey	160,000	212,000	212,000	–	–	–

Except as disclosed in this report, no Director who held office at the end of the financial year had interests in shares, share options, warrants or debentures of the Company, or of related corporations, either at the beginning of the financial year, or at the end of the financial year or on 21 June 2026.

Options

At an Extraordinary General Meeting held on 29 September 2021, shareholders approved the GKE Employee Share Option Scheme 2021 ("**ESOS 2021**") for the granting of options in respect of ordinary shares in the capital of the Company pursuant to the GKE Employee Share Option Scheme 2021 to the eligible employees and Directors of the Company ("**Participant**").

The Scheme is currently administrated by the Company's Remuneration Committee ("**Administrative Committee**") comprising three (3) Directors, Wong Quee Quee, Jeffrey, Loy Soo Chew and Guo Xiaofei.

Other information regarding the Scheme is set out below:

(i) The aggregate number of shares which may be delivered pursuant to the exercise of Options granted under the ESOS 2021 on any date, shall not exceed 15% of the total number of issued Shares.

(ii) The aggregate number of shares over which the Committee may offer to grant Options to the Controlling Shareholders and their Associate under the ESOS 2021 shall not exceed 25% of the aggregate number of Shares available under the ESOS 2021 from time to time. The aggregate number of Shares available to each Controlling Shareholder or each of his Associates shall not exceed 10% of the total number of Shares available under the ESOS 2021 from time to time.

(iii) The options that are granted under the ESOS 2021, at the Administrative Committee's discretion, was set at a price equal to the average of the last dealt price of the shares on the SGX-ST over the five (5) consecutive trading days immediately preceding the date of grant of that option.

Options (cont'd)

Other information regarding the Scheme is set out below (cont'd):

(iv) Options granted under the ESOS 2021 will have a life span expiring on or before the 10th anniversary of the date of grant in respect of options granted to eligible employees and, on or before the 5th anniversary of the date of grant in respect of options granted to Non-Executive Directors of the Group.

(v) The ESOS 2021 shall continue to be in force for a maximum period of 10 years from the adoption date and may continue beyond the above stipulated period with the approval of shareholders by ordinary resolution in general meeting and of any relevant authorities which may then be required.

(vi) Chen Yonghua and Chen Jiangnan are the participants of the Scheme. Chen Jiangnan is son of Chen Yonghua.

At the end of the financial year, details of the options granted under the ESOS 2021 to subscribe for ordinary shares of the Company, are as follows:

Date of grant of options	Exercise price per share ($)	Outstanding at 1 June 2025	Granted	Exercised	Cancelled	Outstanding at 31 May 2026	Exercise period
28/2/2022	0.11	3,878,000	–	–	(246,000)	3,632,000	1/3/2023-27/2/2032
28/2/2022	0.11	182,000	–	–	–	182,000	1/3/2023-27/2/2027
28/2/2023	0.092	3,093,000	–	–	(204,000)	2,889,000	29/2/2024-27/2/2033
28/2/2023	0.092	138,000	–	–	–	138,000	29/2/2024-27/2/2028
28/2/2024	0.064	4,755,000	–	(293,000)	–	4,462,000	1/3/2025-27/2/2034
28/2/2024	0.064	156,000	–		–	156,000	1/3/2025-27/2/2029
28/2/2025	0.089	3,626,000	–	–	(211,000)	3,415,000	1/3/2026-27/2/2035
28/2/2025	0.089	72,000	–	–	–	72,000	1/3/2026-27/2/2030
27/2/2026	0.085	–	4,423,000	–	–	4,423,000	1/3/2027-27/2/2036
27/2/2026	0.085	–	104,000	–	–	104,000	1/3/2027-27/2/2031
Total		**15,900,000**	**4,527,000**	**(293,000)**	**(661,000)**	**19,473,000**	

Except as disclosed above, there were no unissued shares of the Company or its subsidiaries under options granted by the Company or its subsidiaries as at the end of the financial year.

Information on Directors of the Company who have been granted options under the ESOS 2021, and the aggregate number of options granted under the ESOS 2021 to Directors and employees of the Company's subsidiaries, are as follows:

	Options granted during financial year ended 31 May 2026	Aggregate options granted since commencement of the ESOS 2021 to 31 May 2026	Aggregate options exercised since commencement of the ESOS 2021 to 31 May 2026	Aggregate options outstanding as at 31 May 2026
Directors				
Chen Yonghua	706,000	3,274,000	–	3,274,000
Neo Cheow Hui	706,000	3,274,000	–	3,274,000
Loy Soo Chew	52,000	212,000	–	212,000
Wong Quee Quee, Jeffrey	52,000	212,000	–	212,000

DIRECTORS' STATEMENT

Audit Committee

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

- Reviewed the audit plans of the internal and external auditors of the Group and the Company, and reviewed the internal auditor's evaluation of the adequacy of the Company's system of internal accounting controls and the assistance given by the Group and the Company's management to the internal and external auditors;

- Reviewed the interim and full-year financial statements and the auditor's report on the annual financial statements of the Group and the Company before their submission to the Board of Directors;

- Reviewed effectiveness of the Group and the Company's material internal controls, including financial, operational and compliance controls and risk management via reviews carried out by the internal auditor;

- Met with the internal and external auditors, other committees, and management in separate executive sessions to discuss any matters that these groups believe should be discussed privately with the AC;

- Reviewed legal and regulatory matters that may have a material impact on the financial statements, related compliance policies and programmes and any reports received from regulators;

- Reviewed the cost effectiveness and the independence and objectivity of the external auditor;

- Reviewed the nature and extent of non-audit services provided by the external auditor;

- Recommended to the Board of Directors the external auditor to be nominated, approved the compensation of the external auditor, and reviewed the scope and results of the audit;

- Reported actions and minutes of the AC to the Board of Directors with such recommendations as the AC considered appropriate; and

- Reviewed interested person transactions in accordance with the requirements of the Rules of Catalist of the SGX-ST.

The AC, having reviewed all non-audit services provided by the external auditor to the Group, is satisfied that the nature and extent of such services would not affect the independence of the external auditor. The AC has also conducted a review of interested person transactions.

The AC convened three (3) meetings during the year with full attendance from all members. The AC has also met with internal and external auditors, without the presence of the Company's management, at least once a year.

Further details regarding the AC are disclosed in the Report on Corporate Governance.

Auditor

Ernst & Young LLP have expressed their willingness to accept re-appointment as auditor.

On behalf of the Board of Directors:

Chen Yonghua
Director

Neo Cheow Hui
Director

Singapore

31 August 2026

INDEPENDENT AUDITOR'S REPORT

For the financial year ended 31 May 2026

Independent auditor's report to the members of GKE Corporation Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of GKE Corporation Limited (the "**Company**") and its subsidiaries (collectively, the "**Group**"), which comprise the balance sheets of the Group and the Company as at 31 May 2026, the statements of changes in equity of the Group and the Company and the consolidated income statement, consolidated statement of comprehensive income and consolidated cash flow statement of the Group for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements of the Group, the balance sheet and the statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "**Act**") and Singapore Financial Reporting Standards (International) ("**SFRS(I)**") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 May 2026 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and changes in equity of the Company for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing (the "**SSAs**"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority (the "**ACRA**") *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* (the "**ACRA Code**") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matter

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. 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. For the matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled our responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report, including in relation to the matter. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matter below, provide the basis for our audit opinion on the accompanying financial statements.

Key Audit Matter (cont'd)

Allowance for expected credit losses for trade receivables

As at 31 May 2026, the carrying amount of the Group's trade receivables amounted to S$33,077,000. This represents 18.0% of total assets on the consolidated financial statements and was significant to the Group. The Group applied the simplified approach in calculating expected credit loss and recognised loss allowance based on lifetime expected losses at each reporting date. Trade receivables that are credit impaired are assessed for impairment by making debtor-specific assessment. The Group provides for lifetime expected credit losses using a provision matrix. The provision rates are determined based on the Group's historical default rates analysed in accordance to days past due by grouping customers based on customer profiles, adjusted for current and forward-looking information. Given the magnitude and that impairment assessment of trade receivables requires significant management judgment, we determined that this is a key audit matter.

As part of the audit, we obtained an understanding of the Group's processes and key controls relating to the monitoring of trade receivables including the process in determining whether a debtor is credit impaired. We reviewed the key data sources and assumptions used in the determination of default rate and the current and forward-looking information in view of the current market condition. We considered the age of the debts as well as the collection trends to identify any potential collection risks. We requested trade receivable confirmations and reviewed receipts from the debtors subsequent to the year end to assess the collectability of the debts. We had discussions with management on the recoverability of long outstanding debts and analysed the Group's trend of collections for long outstanding trade debtors.

We also assessed the adequacy of the disclosures related to the Group's trade receivables in Note 15 to the financial statements.

Other Information

Management is responsible for the other information. The other information comprises information included in the Annual Report 2026, but does not include the financial statements and our auditor's report thereon.

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

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

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), and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

As part of an audit in accordance with SSAs, we exercise professional judgment 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.

- 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 auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- 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 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 matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

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

The engagement partner on the audit resulting in this independent auditor's report is Lim Huijing Amanda.

Ernst & Young LLP
Public Accountants and
Chartered Accountants
Singapore

31 August 2026

CONSOLIDATED INCOME STATEMENT

For the financial year ended 31 May 2026

	Note	2026 $'000	2025 $'000
Revenue	4	**137,612**	126,519
Cost of sales		**(104,177)**	(90,136)
Gross profit		**33,435**	36,383
Other income	5	**1,491**	2,624
Expenses			
Marketing and distribution costs		**(412)**	(586)
Administrative expenses		**(27,061)**	(23,742)
Finance costs	6	**(1,719)**	(2,183)
Other credit/(expenses)		**16**	(55)
Share of results of associates		**(210)**	(23)
Profit before tax	7	**5,540**	12,418
Income tax expense	8	**(2,444)**	(3,569)
Profit for the year		**3,096**	8,849
Profit attributable to:			
Owners of the Company		**3,234**	8,849
Non-controlling interest		**(138)**	–
Profit for the year		**3,096**	8,849
Earnings per share (cents per share) attributable to owners of the Company			
- Basic	9	**0.39**	1.15
- Diluted	9	**0.39**	1.14

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 May 2026

	2026 $'000	2025 $'000
Profit for the year	**3,096**	8,849
Other comprehensive income, net of tax		
Items that may be reclassified subsequently to profit or loss		
Net change in fair value of cash flow hedges	**–**	(98)
Foreign currency translation	**985**	(1,046)
Other comprehensive income for the year, net of tax	**985**	(1,144)
Total comprehensive income for the year	**4,081**	7,705
Attributable to:		
Owners of the Company	**4,219**	7,705
Non-controlling interest	**(138)**	–
Total comprehensive income for the year	**4,081**	7,705

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

BALANCE SHEETS

As at 31 May 2026

	Note	Group		Company	
		31 May 2026	31 May 2025	31 May 2026	31 May 2025
		$'000	$'000	$'000	$'000
ASSETS					
Non-current assets					
Property, plant and equipment	10	**96,881**	105,083	**870**	475
Intangible assets	11	**3,676**	3,878	**–**	–
Investments in subsidiaries	12	**–**	–	**56,154**	57,261
Investments in associates	13	**1,599**	1,726	**–**	–
Financial assets at fair value through profit or loss	14	**18**	22	**18**	22
Deferred tax assets	24	**1,493**	1,008	**–**	–
Other receivables	15	**–**	–	**2,898**	806
Total non-current assets		**103,667**	111,717	**59,940**	58,564
Current assets					
Inventories	16	**3,969**	4,365	**–**	–
Trade and other receivables	15	**37,315**	36,793	**4,654**	2,561
Prepaid operating expenses		**1,434**	919	**86**	80
Cash and short-term deposits	17	**37,210**	30,446	**6,059**	3,888
Total current assets		**79,928**	72,523	**10,799**	6,529
Total assets		**183,595**	184,240	**70,739**	65,093
EQUITY AND LIABILITIES					
Equity					
Share capital	18	**93,365**	85,145	**93,365**	85,145
Treasury shares	19	**(1,865)**	(1,865)	**(1,865)**	(1,865)
Retained earnings/ (accumulated losses)		**17,197**	17,469	**(22,770)**	(20,892)
Other reserves	20	**649**	(619)	**359**	264
Equity attributable to owners of the Company		**109,346**	100,130	**69,089**	62,652
Non-controlling interest		**413**	–	**–**	–
Total equity		**109,759**	100,130	**69,089**	62,652
Net current assets		**41,597**	29,738	**9,392**	4,310

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

BALANCE SHEETS

As at 31 May 2026

	Note	Group		Company	
		31 May 2026	31 May 2025	31 May 2026	31 May 2025
		$'000	$'000	$'000	$'000
Non-current liabilities					
Other liabilities	21	**1,533**	1,691	**–**	–
Borrowings	22	**21,407**	27,447	**–**	–
Lease liabilities	23	**9,470**	9,136	**–**	–
Deferred tax liabilities	24	**3,095**	3,051	**243**	222
Total non-current liabilities		**35,505**	41,325	**243**	222
Current liabilities					
Trade and other payables	25	**11,895**	13,548	**119**	50
Other liabilities	21	**8,444**	9,895	**1,288**	1,975
Borrowings	22	**12,002**	11,028	**–**	194
Lease liabilities	23	**3,029**	5,512	**–**	–
Tax payable		**2,961**	2,802	**–**	–
Total current liabilities		**38,331**	42,785	**1,407**	2,219
Total liabilities		**73,836**	84,110	**1,650**	2,441
Total equity and liabilities		**183,595**	184,240	**70,739**	65,093

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

For the financial year ended 31 May 2026

Group 2026	Note	Share capital (Note 18) $'000	Treasury shares (Note 19) $'000	Retained earnings $'000	Other reserves total $'000	Translation reserve (Note 20) $'000	Statutory reserve (Note 20) $'000	Capital reserve (Note 20) $'000	Share based payments reserve (Note 20) $'000	Total attributable to owners of the Company $'000	Non-controlling interest $'000	Total equity $'000
Balance at 1 June 2025		85,145	(1,865)	17,469	(619)	(2,236)	2,189	(933)	361	100,130	–	100,130
Profit for the year		–	–	3,234	–	–	–	–	–	3,234	(138)	3,096
Other comprehensive income:												
- Foreign currency translation		–	–	–	985	985	–	–	–	985	–	985
Other comprehensive income for the year, net of tax		–	–	–	985	985	–	–	–	985	–	985
Total comprehensive income for the year		–	–	3,234	985	985	–	–	–	4,219	(138)	4,081
Contributions by and distributions to owners:												
- Dividends paid	29	–	–	(3,434)	–	–	–	–	–	(3,434)	–	(3,434)
- Issuance of ordinary shares, net		8,201	–	–	–	–	–	–	–	8,201	–	8,201
- Share issued on exercise of share options		19	–	–	–	–	–	–	–	19	–	19
- Share based payments		–	–	–	95	–	–	–	95	95	–	95
Total contributions by and distributions to owners		8,220	–	(3,434)	95	–	–	–	95	4,881	–	4,881
Change in ownership interests in subsidiary:												
Change in ownership interest in a subsidiary without loss of control		–	–	–	116	–	–	116	–	116	551	667
Total changes in ownership interests in subsidiary		–	–	–	116	–	–	116	–	116	551	667
Total transactions with owners in their capacity as owners		–	–	–	116	–	–	116	–	116	551	667
Other												
Transfer to statutory reserve	20(v)	–	–	(72)	72	–	72	–	–	–	–	–
Balance at 31 May 2026		93,365	(1,865)	17,197	649	(1,251)	2,261	(817)	456	109,346	413	109,759

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

For the financial year ended 31 May 2026

Group 2025	Note	Share capital (Note 18) $'000	Treasury shares (Note 19) $'000	Retained earnings $'000	Other reserves total $'000	Cash flow hedge reserve (Note 20) $'000	Translation reserve (Note 20) $'000	Statutory reserve (Note 20) $'000	Capital reserve (Note 20) $'000	Share based payments reserve (Note 20) $'000	Total equity $'000
Balance at 1 June 2024		85,145	(1,778)	10,695	269	98	(1,190)	2,040	(933)	254	94,331
Profit for the year		–	–	8,849	–	–	–	–	–	–	8,849
Other comprehensive income:											
- Foreign currency translation		–	–	–	(1,046)	–	(1,046)	–	–	–	(1,046)
- Net change in fair value of cash flow hedges		–	–	–	(98)	(98)	–	–	–	–	(98)
Other comprehensive income for the year, net of tax		–	–	–	(1,144)	(98)	(1,046)	–	–	–	(1,144)
Total comprehensive income for the year		–	–	8,849	(1,144)	(98)	(1,046)	–	–	–	7,705
Contributions by and distributions to owners:											
- Dividends paid	29	–	–	(1,926)	–	–	–	–	–	–	(1,926)
- Purchase of treasury shares		–	(87)	–	–	–	–	–	–	–	(87)
- Share based payments		–	–	–	107	–	–	–	–	107	107
Total contributions by and distributions to owners		–	(87)	(1,926)	107	–	–	–	–	107	(1,906)
Total transactions with owners in their capacity as owners		–	(87)	(1,926)	107	–	–	–	–	107	(1,906)
Other											
Transfer to statutory reserve	20(v)	–	–	(149)	149	–	–	149	–	–	–
Balance at 31 May 2025		85,145	(1,865)	17,469	(619)	–	(2,236)	2,189	(933)	361	100,130

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

For the financial year ended 31 May 2026

Company 2026	Note	Share capital (Note 18) $'000	Treasury shares (Note 19) $'000	Accumulated losses $'000	Other reserves total $'000	Capital reserve (Note 20) $'000	Share based payments reserve (Note 20) $'000	Total equity $'000
Balance at 1 June 2025		85,145	(1,865)	(20,892)	264	(97)	361	62,652
Profit for the year		–	–	1,556	–	–	–	1,556
Total comprehensive income for the year		–	–	1,556	–	–	–	1,556
Contributions by and distributions to owners:								
Dividend paid	29	–	–	(3,434)	–	–	–	(3,434)
Issuance of ordinary shares, net		8,201	–	–	–	–	–	8,201
Shares issued on exercise of share options		19	–	–	–	–	–	19
Share based payments		–	–	–	95	–	95	95
Total contributions by and distributions to owners		8,220	–	(3,434)	95	–	95	4,881
Balance at 31 May 2026		93,365	(1,865)	(22,770)	359	(97)	456	69,089

Company 2025	Note	Share capital (Note 18) $'000	Treasury shares (Note 19) $'000	Accumulated losses $'000	Other reserves total $'000	Capital reserve (Note 20) $'000	Share based payments reserve (Note 20) $'000	Total equity $'000
Balance at 1 June 2024		85,145	(1,778)	(23,055)	157	(97)	254	60,469
Profit for the year		–	–	4,089	–	–	–	4,089
Total comprehensive income for the year		–	–	4,089	–	–	–	4,089
Contributions by and distributions to owners:								
Dividend paid	29	–	–	(1,926)	–	–	–	(1,926)
Purchase of treasury shares		–	(87)	–	–	–	–	(87)
Share based payments		–	–	–	107	–	107	107
Total contributions by and distributions to owners		–	(87)	(1,926)	107	–	107	(1,906)
Balance at 31 May 2025		85,145	(1,865)	(20,892)	264	(97)	361	62,652

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 May 2026

	Note	2026 $'000	2025 $'000
Cash flows from operating activities:			
Profit before tax		**5,540**	12,418
Adjustments for:			
Depreciation of property, plant and equipment	10	**15,997**	15,070
Gain on disposal of property, plant and equipment	5	**(112)**	(62)
Property, plant and equipment written off	7	**–**	19
Impairment of property, plant and equipment	10	**1,432**	–
Amortisation of intangible assets	11	**202**	256
Net gain on disposal of intangible assets	11	**–**	(1,112)
Allowance/(reversal of allowance) for expected credit loss, net	15	**1,689**	(444)
Bad debts written off	7	**31**	2
Fair value loss on financial assets	14	**4**	2
Interest income	5	**(158)**	(245)
Interest expense	6	**1,719**	2,183
Share of results of associates		**210**	23
Share based payment expenses	7	**95**	107
Effect of exchange rate changes		**449**	(207)
Operating cash flows before changes in working capital		**27,098**	28,010
Changes in working capital:			
Decrease/(increase) in inventories		**396**	(2,519)
Increase in trade and other receivables		**(2,242)**	(85)
(Increase)/decrease in prepaid operating expenses		**(515)**	253
Decrease in trade and other payables		**(1,669)**	(1,865)
(Decrease)/increase in other liabilities		**(1,609)**	2,154
Cash flows from operations		**21,459**	25,948
Interest received		**158**	245
Net income tax paid		**(2,665)**	(3,715)
Net cash flows generated from operating activities		**18,952**	22,478
Cash flows from investing activities:			
Proceeds from disposal of property, plant and equipment		**521**	179
Proceeds from disposal of intangible assets and financial asset at fair value through profit or loss	11	**–**	2,663
Purchase of property, plant and equipment (Note A)		**(4,410)**	(7,717)
Net cash flows used in investing activities		**(3,889)**	(4,875)

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 May 2026

	Note	2026 $'000	2025 $'000
Cash flows from financing activities:			
Dividends paid to ordinary shareholders	29	**(3,434)**	(1,926)
Issuance of ordinary shares, net		**8,220**	–
Interest paid		**(1,719)**	(2,183)
Repayment of principal portion of lease liabilities	22	**(6,621)**	(5,418)
Proceeds from loans and borrowings	22	**14,191**	6,890
Repayment of loans and borrowings	22	**(19,461)**	(10,599)
Purchase of treasury shares	19	**–**	(87)
Cash consideration from non-controlling interests for subscription of ordinary shares in a subsidiary		**400**	–
Net cash flows used in financing activities		**(8,424)**	(13,323)
Net increase in cash and cash equivalents		**6,639**	4,280
Cash and cash equivalents at 1 June		**30,446**	26,485
Effect of exchange rate changes on cash and cash equivalents		**125**	(319)
Cash and cash equivalents at 31 May	17	**37,210**	30,446

Note A:

During the current financial year, the Company acquired property, plant and equipment with an aggregate cost of $9,175,000 (2025: $10,209,000) of which $4,498,000 (2025: $2,492,000) relates to new right-of-use assets (Note 23) and $267,000 (2025: $Nil) relates to the property, plant and equipment contributed by non-controlling interest as part of the consideration for subscription of ordinary share in a subsidiary. Cash payments of $4,410,000 (2025: $7,717,000) were made to purchase property, plant and equipment.

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

1. Corporate information

GKE Corporation Limited (the "**Company**") is a limited liability company incorporated and domiciled in Singapore and is listed on the Catalist Board of the Singapore Exchange Securities Trading Limited (the "**SGX-ST**").

The registered office and principal place of business of the Company is located at 39 Benoi Road #06-01 Singapore 627725.

The principal activities of the Company are those of an investment holding company and the provision of management services. The principal activities of the subsidiaries are disclosed in Note 12 to the financial statements.

2. Material accounting policy information

2.1 *Basis of preparation*

The consolidated financial statements of the Group and the balance sheet and statement of changes in equity of the Company have been prepared in accordance with Singapore Financial Reporting Standards (International) ("**SFRS(I)**").

The financial statements have been prepared on the historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Singapore Dollars (SGD or $) and all values are rounded to the nearest thousand ($'000) as indicated, except when otherwise indicated.

2.2 *Adoption of new and amended standards and interpretations*

The accounting policies adopted are consistent with those of the previous financial year except that in the current financial year, the Group has adopted all the new and amended standards which are relevant to the Group and are effective for annual financial periods beginning on or after 1 June 2025. The adoption of these standards did not have any material effect on the financial performance or position of the Group and the Company.

2. Material accounting policy information (cont'd)

2.3 ***Standards issued but not yet effective***

The Group has not adopted the following standards applicable to the Group that have been issued but not yet effective:

Descriptions	Effective for annual periods beginning on or after
Amendments to SFRS(I) *9 Financial Instruments* and SFRS(I) 7 *Financial Instruments: Disclosures:* Classification and Measurement of Financial Instruments	1 June 2026
Amendments to SFRS(I) *9 Financial Instruments* and SFRS(I) 7 *Financial Instruments: Disclosures:* Contracts Referencing Nature-dependent Electricity	1 June 2026
Annual Improvements to SFRS(I)s — Volume 11	1 June 2026
SFRS(I) 18 *Presentation and Disclosures in Financial Statements*	1 June 2027
SFRS(I) 19 *Subsidiaries without Public Accountability: Disclosure*	1 June 2027
Amendments to SFRS(I) 1-21: Translation to a Hyperinflationary Presentation Currency	1 June 2027
Amendments to SFRS(I) 1-28: Amendments to the Fair Value Option for investment in Associates and Joint Ventures	Effective upon application of SFRS(I) 18
Amendments to SFRS(I) 10 *Consolidated Financial Statements* and SFRS(I) 1-28 *Investments in Associates and Joint Ventures*: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Date to be determined

Except for the below, the Management expects that the adoption of the standards above will have no material impact on the financial statements in the year of initial application.

SFRS(I) 18 *Presentation and Disclosure in Financial Statements*

SFRS(I) 18 replaces SFRS(I) 1-1 *Presentation of Financial Statements* and introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations, whereof the first three are new.

It 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.

In addition, narrow-scope amendments have been made to SFRS(I) 1-7 *Statement of Cash Flows*, which include changing the starting point for determining cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and removing the optionality around classification of cash flows from dividends and interest. In addition, there are consequential amendments to several other standards.

SFRS(I) 18, and the amendments to the other standards, is effective for reporting periods beginning on or after 1 January 2027, but earlier application is permitted and must be disclosed. SFRS(I) 18 will apply retrospectively.

The Group is currently working to identify all impacts the amendments will have on the primary financial statements and notes to the consolidated financial statements.

2. Material accounting policy information (cont'd)

2.4 ***Basis of consolidation***

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the end of the reporting period. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied to like transactions and events in similar circumstances.

All intra-group balances, income and expenses and unrealised gains and losses resulting from intra-group transactions and dividends are eliminated in full.

Subsidiaries are consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Losses within a subsidiary are attributed to the non-controlling interest even if that results in a deficit balance.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it:

- derecognises the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts at the date when control is lost;
- derecognises the carrying amount of any non-controlling interest;
- derecognises the cumulative translation differences recorded in equity;
- recognises the fair value of the consideration received;
- recognises the fair value of any investment retained;
- recognises any surplus or deficit in profit or loss; and
- re-classifies the Group's share of components previously recognised in other comprehensive income to profit or loss or retained earnings, as appropriate.

2.5 ***Business combinations***

Other than business combinations involving entities under common control, business combinations are accounted for by applying the acquisition method. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Acquisition-related costs are recognised as expenses in the periods in which the costs are incurred and the services are received.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is an asset or liability are recognised in profit or loss.

Non-controlling interest in the acquiree, that are present ownership interests and entitle their holders to a proportionate share of net assets of the acquiree are recognised on the acquisition date at fair value, or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

2. Material accounting policy information (cont'd)

2.5 *Business combinations (cont'd)*

Any excess of the sum of the fair value of the consideration transferred in the business combination, the amount of non-controlling interest in the acquiree (if any), and the fair value of the Group's previously held equity interest in the acquiree (if any), over the net fair value of the acquiree's identifiable assets and liabilities is recorded as goodwill. The accounting policy for goodwill is set out in Note 2.12. In instances where the latter amount exceeds the former, the excess is recognised as gain on bargain purchase in profit or loss on the acquisition date.

2.6 *Foreign currency*

The financial statements are presented in Singapore Dollars, which is also the Company's functional currency. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

(a) *Transactions and balances*

Transactions in foreign currencies are measured in the respective functional currencies of the Company and its subsidiaries and are recorded on initial recognition in the functional currencies at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the end of the reporting period. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the end of the reporting period are recognised in profit or loss.

(b) *Consolidated financial statements*

For consolidation purpose, the assets and liabilities of foreign operations are translated into SGD at the rate of exchange ruling at the end of the reporting period and their profit or loss are translated at the exchange rates prevailing at the date of the transactions. The exchange differences arising on the translation are recognised in other comprehensive income. On disposal of a foreign operation, the component of other comprehensive income relating to that particular foreign operation is recognised in profit or loss.

2.7 *Property, plant and equipment*

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is computed on a straight-line basis over the estimated useful lives of the assets as follows:

Leasehold land, buildings and improvements	–	12 to 50 years
Cement plant and related equipment	–	10 to 49 years
Furniture, fittings and office equipment	–	1 to 5 years
Motor vehicles, trailers and forklifts	–	5 to 10 years
Warehouse equipment	–	2 to 15 years

2. Material accounting policy information (cont'd)

2.7 ***Property, plant and equipment (cont'd)***

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 residual value, useful life and depreciation method are reviewed at each financial year-end, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in profit or loss in the year the asset is derecognised.

2.8 ***Land use rights***

Land use rights are initially measured at cost. Following initial recognition, land use rights are measured at cost less accumulated amortisation. The land use rights are amortised on a straight-line basis over its lease term of 50 years. The land use rights are accounted for as right-of-use assets as disclosed in Note 2.21(a).

2.9 ***Intangible assets***

Intangible assets acquired separately are measured initially at cost. Following initial acquisition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite useful lives are amortised over the estimated useful lives and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method are reviewed at least at each financial year-end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates.

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

Customer relationships

Intangible assets acquired in business combinations, such as customer relationships, are amortised on a straight-line basis over their finite useful lives of 2 to 7 years.

Mining rights

Mining rights acquired by the Group's wholly owned subsidiary, Wuzhou Xing Jian Readymix Co., Ltd, are amortised based on the units of production method.

2. Material accounting policy information (cont'd)

2.10 ***Impairment of non-financial assets***

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when an annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. Where the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Impairment losses of continuing operations are recognised in profit or loss, except for assets that are previously revalued where the revaluation was taken to other comprehensive income. In this case, the impairment is also recognised in other comprehensive income up to the amount of any previous revaluation.

A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss unless the asset is measured at revalued amount, in which case the reversal is treated as a revaluation increase.

2.11 ***Subsidiaries***

A subsidiary is an investee that is controlled by the Group. The Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less accumulated impairment losses.

2.12 ***Associates***

An associate is an entity over which the Group has the power to participate in the financial and operating policy decisions of the investee but does not have control of those policies.

The Group accounts for its investments in associates using the equity method from the date on which it becomes an associate.

On acquisition of the investment, any excess of the cost of the investment over the Group's share of the net fair value of the investee's identifiable assets and liabilities is accounted as goodwill and is included in the carrying amount of the investment. Any excess of the Group's share of the net fair value of the investee's identifiable assets and liabilities over the cost of the investment is included as income in the determination of the entity's share of the associate's profit or loss in the period in which the investment is acquired.

2. Material accounting policy information (cont'd)

2.12 ***Associates (cont'd)***

Under the equity method, the investment in associates is carried in the balance sheet at cost plus post-acquisition changes in the Group's share of net assets of the associates. The profit or loss reflects the share of results of the operations of the associates. Distributions received from associates reduce the carrying amount of the investment. Where there has been a change recognised in other comprehensive income by the associates, the Group recognises its share of such changes in other comprehensive income. Unrealised gains and losses resulting from transactions between the Group and associate are eliminated to the extent of the interest in the associates.

When the Group's share of losses in an associate equals or exceeds its interest in the associate, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

After application of the equity method, the Group determines whether it is necessary to recognise an additional impairment loss on the Group's investment in associate. The Group determines at the end of each reporting period whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the amount in profit or loss.

The financial statements of the associates is prepared as the same reporting date as the Company. Where necessary, adjustments are made to bring the accounting policies in line with those of the Group.

In the Company's separate financial statements, investments in associates are accounted for at cost less accumulated impairment losses.

2.13 ***Financial instruments***

(a) ***Financial assets***

Initial recognition and measurement

Financial assets are recognised when, and only when, the entity becomes party to the contractual provisions of the financial instrument.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

Trade receivables are measured at the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

2. Material accounting policy information (cont'd)

2.13 ***Financial instruments (cont'd)***

(a) ***Financial assets (cont'd)***

Subsequent measurement

Investment in debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the contractual cash flow characteristics of the asset. The Group measures the debt instruments at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the assets are derecognised or impaired, and through amortisation process.

Derecognition

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income for debt instruments is recognised in profit or loss.

(b) ***Financial liabilities***

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs.

Subsequent measurement

After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest method.

Gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

2. Material accounting policy information (cont'd)

2.14 ***Derivative financial instruments and hedge accounting***

The Group applies hedge accounting for certain hedging relationships which qualify for hedge accounting.

For the purpose of hedge accounting of the Group, hedges are classified as cash flow hedges when hedging exposure to variability in cash flows that is either attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction or the foreign currency risk in an unrecognised firm commitment.

Cash flow hedges

The effective portion of the gain or loss on the hedging instrument is recognised in other comprehensive income, while any ineffective portion is recognised immediately in profit or loss.

The Group uses interest rate swap contracts to hedge its risks associated with interest rate fluctuations.

Amounts recognised as other comprehensive income are transferred to profit or loss when the hedged transaction affects profit or loss. Where the hedged item is the cost of a non-financial asset or non-financial liability, the amounts recognised as other comprehensive income are transferred to the initial carrying amount of the non-financial asset or liability.

When a cash flow hedge is discontinued, the cumulative gain or loss previously recognised in other comprehensive income will remain in the cash flow hedge reserve until the future cash flows occur if the hedged future cash flows are still expected to occur or reclassified to profit or loss immediately if the hedged future cash flows are no longer expected to occur.

2.15 ***Impairment of financial assets***

The Group recognises an allowance for expected credit losses ("**ECLs**") for all debt instruments not held at fair value through profit or loss and financial guarantee contracts. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group calculates ECLs for trade receivables initially based on the Group's historical observed default rates and adjusts based on the forward-looking information. At every reporting date, historical default rates are updated and changes in the forward-looking estimates are analysed.

The Group considers a financial asset in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2. Material accounting policy information (cont'd)

2.16 *Cash and cash equivalents*

Cash and cash equivalents comprise cash at banks, cash on hand and short-term deposits, that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

2.17 *Inventories*

Inventories comprise raw materials and finished goods.

Inventories are stated at the lower of cost and net realisable value. Costs comprise of purchase costs accounted for on first-in-first out and weighted average cost basis. In the case of finished goods, costs also include a proportion of manufacturing overheads based on normal operating capacity.

Where necessary, allowance is provided for damaged, obsolete and slow-moving items to adjust the carrying value of inventories to the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

2.18 *Provisions*

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

2.19 *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 income, the grant is recognised in profit or loss on a systematic basis over the periods in which the entity recognises as expenses the related costs for which the grants are intended to compensate. Grants related to income are presented as a credit in profit or loss, under "Other income".

Government grants relating to assets are deducted against the carrying amount of the assets.

2.20 *Employee benefits*

(a) *Defined contribution plans*

The Group participates in the national pension schemes as defined by the laws of the countries in which it has operations. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

2. Material accounting policy information (cont'd)

2.20 ***Employee benefits (cont'd)***

(a) *Defined contribution plans (cont'd)*

Singapore

The Group makes contributions to the Central Provident Fund ("**CPF**") scheme in Singapore, a defined contribution pension scheme. The Group makes monthly contributions based on stipulated contribution rates.

People's Republic of China ("**PRC**")

Subsidiaries incorporated and operating in the PRC are required to provide certain staff pension benefits to their employees under existing PRC regulations. Contributions are provided at rates stipulated by PRC regulations and are contributed to a pension fund managed by government agencies, which are responsible for administering these amounts for the subsidiaries' PRC employees.

(b) *Share based compensation*

The fair value of employee services received in exchange for equity-settled share-based remuneration plans granted to employees is recognised as variable share-based payment to employees in profit or loss with a corresponding increase in the share-based payment reserve over the vesting period. The amount is determined by reference to the fair value of the shares on grant date and the expected number of shares to be vested on vesting date.

At the end of each financial reporting period, the Company revises its estimates of the expected number of shares that the participants are expected to receive. Any changes to the expected number of shares to be vested will entail a corresponding adjustment to the share based payment to employees and share based payment reserve.

2.21 **Leases**

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

(a) *As lessee*

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received.

2. Material accounting policy information (cont'd)

2.21 Leases (cont'd)

(a) *As lessee (cont'd)*

Right-of-use assets (cont'd)

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Warehouses and dormitories	–	1 to 18 years
Forklifts and motor vehicles	–	1 to 4 years
Plant and machinery	–	10 years
Land use rights	–	50 years

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed in Note 2.10.

The Group's right-of-use assets are presented within property, plant and equipment (Note 10).

Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

2. Material accounting policy information (cont'd)

2.21 **Leases (cont'd)**

(b) *As lessor*

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

2.22 ***Revenue***

Revenue is measured based on the consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Group satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue is the amount allocated to the satisfied performance obligation.

(a) *Rendering of services*

Revenue from services is recognised over time as services are rendered under the terms of the contract.

Incremental costs of obtaining a contract are capitalised if these costs are recoverable. Costs to fulfil a contract are capitalised if the costs relate directly to the contract, generate or enhance resources used in satisfying the contract and are expected to be recovered. Other contract costs are expensed as incurred.

(b) *Rental income*

Rental income arising from operating leases is accounted for on a straight-line basis over the lease terms. The aggregate costs of incentives provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.

(c) *Sale of goods*

Revenue is recognised when the goods are delivered to the customer and all criteria for acceptance have been satisfied. The amount of revenue recognised is based on the contractual price. Revenue is not recognised to the extent where there are significant uncertainties regarding recovery of the consideration due, associated costs or possible return of goods.

2.23 ***Other income***

(a) *Interest income*

Interest income is recognised using the effective interest method.

(b) *Dividend income*

Dividend income is recognised when the Group's right to receive payment is established.

2. Material accounting policy information (cont'd)

2.24 ***Taxes***

(a) *Current income tax*

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the end of the reporting period, in the countries where the Group operates and generates taxable income.

Current income taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

(b) *Deferred tax*

Deferred tax is provided using the liability method on temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all temporary differences, except:

- Where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

- In respect of taxable temporary differences associated with investments in subsidiaries and associates, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- Where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and

- In respect of deductible temporary differences associated with investments in subsidiaries and associates, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at the end of each reporting period and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

2. Material accounting policy information (cont'd)

2.24 ***Taxes (cont'd)***

(b) *Deferred tax (cont'd)*

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the end of each reporting period.

Deferred tax relating to items is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

(c) *Sales tax*

Revenues, expenses and assets are recognised net of the amount of sales tax except:

- Where the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the sales tax is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and

- Receivables and payables that are stated with the amount of sales tax included.

The net amount of sales tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the balance sheet.

2.25 ***Share capital and share issuance expenses***

Proceeds from issuance of ordinary shares are recognised as share capital in equity. Incremental costs directly attributable to the issuance of ordinary shares are deducted against share capital.

2.26 ***Treasury shares***

The Group's own equity instruments, which are reacquired (treasury shares) are recognised at cost and deducted from equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Group's own equity instruments. Any difference between the carrying amount of treasury shares and the consideration received, if reissued, is recognised directly in equity. Voting rights related to treasury shares are nullified for the Group and no dividends are allocated to them respectively.

2.27 ***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.

2. Material accounting policy information (cont'd)

2.27 ***Contingencies (cont'd)***

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.

Contingent liabilities and assets are not recognised on the balance sheet of the Group, except for contingent liabilities assumed in a business combination that are present obligations and which the fair values can be reliably determined.

3. Significant accounting judgments and estimates

The preparation of the Group's consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenue, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of each reporting period. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to carrying amount of the asset or liability affected in the future periods.

3.1 ***Judgments made in applying accounting policies***

Management is of the opinion that there is no significant judgment made in applying accounting policies that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period.

3.2 ***Key sources of estimation uncertainty***

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period are discussed below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future development, however, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

(a) *Allowance for ECL for trade receivables*

The Group determines impairment of trade receivables by making debtor-specific assessment. In addition, the Group uses a provision matrix to calculate ECL for the remaining trade receivables. The provision rates are based on days past due for groupings of customers based on customer profiles.

The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust historical credit loss experience with forward-looking information. At every reporting date, historical default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECL is a significant estimate. The amount of ECL is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

The carrying amount of the Group's trade receivables and information about the ECL are disclosed in Note 15.

3. Significant accounting judgments and estimates (cont'd)

3.2 ***Key sources of estimation uncertainty (cont'd)***

(b) *Impairment assessment of goodwill*

As disclosed in Note 11 to the financial statements, the recoverable amounts of the cash generating units, which goodwill has been allocated to, are determined based on value in use calculations. The value in use calculations are based on discounted cash flow models. The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash inflows and the growth rate used for extrapolation purposes. The key assumptions applied in the determination of the value in use including a sensitivity analysis, are disclosed and further explained in Note 11 to the financial statements.

(c) *Share based payments*

Estimating fair value for share based payment transactions requires determination of the most appropriate valuation model, which depends on the terms and conditions of the grant. This estimate also requires determination of the most appropriate inputs to the valuation model including the expected life of the share option or appreciation right, volatility and dividend yield and making assumptions about them.

The Group initially measures the fair value of equity-settled transactions with employees at the grant date using the Black-Scholes Option model for ESOS 2021. The assumptions and models used for estimating fair value for share-based payment transactions are disclosed in Note 20(iv).

4. Revenue

	Group	
	2026	**2025**
	$'000	**$'000**
Sale of goods	**38,580**	36,921
Services rendered	**61,567**	48,279
Rental income	**37,465**	41,319
	137,612	126,519
Timing of transfer of goods or services		
At a point in time	**56,164**	39,716
Over time	**81,448**	86,803
	137,612	126,519

5. Other income

	Group	
	2026	2025
	$'000	$'000
Net gain on disposal of intangible assets	**–**	1,112
Grant income	**514**	619
Interest income	**158**	245
Gain on disposal of property, plant and equipment (Note 10)	**112**	62
Others	**707**	586
	1,491	2,624

6. Finance costs

	Group	
	2026	2025
	$'000	$'000
Interest expense on:		
- Bank loans	**1,137**	1,511
- Interest on lease liabilities (Note 23)	**580**	648
- Others	**2**	24
	1,719	2,183

7. Profit before tax

The following items have been included in arriving at profit before tax:

	Group	
	2026	**2025**
	$'000	**$'000**
Audit fees paid to:		
- Auditor of the Company	**257**	236
- Affiliate of auditor of the Company	**38**	36
- Other auditors	**24**	32
Non-audit fees paid to:		
- Auditor of the Company	**35**	34
Depreciation of property, plant and equipment (Note 10)	**15,997**	15,070
Property, plant and equipment written off	**–**	19
Impairment of property, plant and equipment (Note 10)	**1,432**	–
Amortisation of intangible assets (Note 11)	**202**	256
Allowance/(reversal of allowance) for expected credit loss, net (Note 15)	**1,689**	(444)
Bad debts written off	**31**	2
Employee benefits expense (including Directors)		
- Salaries and related cost	**42,655**	46,090
- Contribution to defined contribution plans	**3,519**	3,203
Fair value loss on financial assets (Note 14)	**4**	2
Legal and professional fees	**643**	491
Share based payment expenses (Note 20 (iv))	**95**	107
Net foreign exchange (gain)/loss	**(16)**	55

Employee benefits expense includes the remuneration of Directors and key management personnel as set out in Note 32(b).

8. Income tax expense

(a) Major components of income tax expense

The major components of income tax expense for the years ended 31 May 2026 and 2025 are:

	Group	
	2026	**2025**
	$'000	**$'000**
Consolidated income statement:		
Current income tax:		
- Current income taxation	**3,005**	3,879
- Overprovision in respect of previous years	**(185)**	(306)
	2,820	3,573
Deferred income tax (Note 24):		
- Origination and reversal of temporary differences	**(295)**	(14)
- (Over)/under provision in respect of previous years	**(81)**	10
	(376)	(4)
Income tax expense recognised in profit or loss	**2,444**	3,569

(b) Relationship between income tax expense and accounting profit

The reconciliation between income tax expense and the product of accounting profit multiplied by the applicable corporate tax rate for the years ended 31 May 2026 and 2025 is as follows:

	Group	
	2026	**2025**
	$'000	**$'000**
Profit before tax	**5,540**	12,418
Income tax using statutory tax rate of 17% (2025: 17%)	**942**	2,111
Adjustments:		
Effects of different tax rates in other countries	**16**	378
Non-deductible expenses	**1,556**	1,485
Income not subject to taxation	**(14)**	(16)
Effect of tax incentives	**(150)**	(99)
Overprovision in respect of previous years income tax	**(185)**	(306)
(Over)/under provision in respect of previous years deferred income tax	**(81)**	10
Utilisation of previously unrecognised tax losses	**(7)**	(31)
Deferred tax assets not recognised	**321**	49
Others	**46**	(12)
Income tax expense recognised in profit or loss	**2,444**	3,569

9. Earnings per share

Basic earnings per share amounts are calculated by dividing the profit for the year attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the year (excluding treasury shares).

Diluted earnings per share amounts are calculated by dividing the profit for the year attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial year plus the weighted average number of ordinary shares that would be issued on the conversion of all the dilutive potential ordinary shares into ordinary shares.

The following tables reflect the profit and share data used in the computation of basic and diluted earnings per share for the years ended 31 May:

	Group	
	Basic and diluted	
	2026	**2025**
	$'000	**$'000**
Profit attributable to owners of the Company used in the computation of basic and diluted earnings per share	**3,234**	8,849
	No. of shares	No. of shares
	'000	'000
Weighted average number of ordinary shares for basic earnings per share computation	**827,965**	770,715
Weighted average number of ordinary shares for diluted earnings per share computation	**832,849**	775,695

For the year ended 31 May 2026, 4,618,000 (2025: 4,980,000) share options have been considered in the calculation of diluted earnings per share as the average price of ordinary shares from beginning of the year or date of grant of share options, whichever is later, to year end was higher than the exercise price of the share options.

10. Property, plant and equipment

Group 2026	At cost						
	Leasehold land, buildings and improvements	Cement plant and related equipment	Furniture, fittings and office equipment	Motor vehicles, trailers and forklifts	Warehouse equipment	Right-of-use assets (Note 23)	Total
	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Cost:							
At 1 June 2025	123,520	10,202	5,917	25,072	10,832	42,711	218,254
Additions	955	55	525	1,744	1,398	4,498	9,175
Disposals	–	–	(124)	(1,329)	–	(28)	(1,481)
Write-off	–	–	(51)	–	(187)	–	(238)
Reclassification	–	–	–	179	–	(179)	–
Exchange differences	18	532	16	329	(1)	95	989
At 31 May 2026	124,493	10,789	6,283	25,995	12,042	47,097	226,699
Accumulated depreciation and impairment losses:							
At 1 June 2025	53,999	2,983	4,131	17,491	6,929	27,638	113,171
Depreciation charge for the year	6,282	518	519	1,709	975	5,994	15,997
Disposals	–	–	(45)	(1,013)	–	(14)	(1,072)
Write-off	–	–	(51)	–	(187)	–	(238)
Impairment for the year (Note 7)	–	–	662	36	734	–	1,432
Reclassification	–	–	–	130	–	(130)	–
Exchange differences	2	169	15	326	–	16	528
At 31 May 2026	60,283	3,670	5,231	18,679	8,451	33,504	129,818
Net carrying amount:							
At 31 May 2026	64,210	7,119	1,052	7,316	3,591	13,593	96,881

In current financial year, the total gain on disposal of property, plant and equipment amounted to $112,000 (2025: $62,000) (Note 5).

10. Property, plant and equipment (cont'd)

	At cost						
Group 2025	**Leasehold land, buildings and improvements**	**Cement plant and related equipment**	**Furniture, fittings and office equipment**	**Motor vehicles, trailers and forklifts**	**Warehouse equipment**	**Right-of-use assets (Note 23)**	**Total**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Cost:							
At 1 June 2024	120,146	10,557	5,335	21,536	10,517	43,814	211,905
Additions	3,389	55	656	3,245	372	2,492	10,209
Reclassification	–	–	–	1,163	–	(1,163)	–
Disposals	–	–	(9)	(615)	–	(466)	(1,090)
Write-off	–	–	(51)	–	(55)	(1,883)	(1,989)
Exchange differences	(15)	(410)	(14)	(257)	(2)	(83)	(781)
At 31 May 2025	123,520	10,202	5,917	25,072	10,832	42,711	218,254
Accumulated depreciation:							
At 1 June 2024	47,845	2,560	3,744	15,800	5,917	25,565	101,431
Depreciation charge for the year	6,155	536	457	1,745	1,048	5,129	15,070
Reclassification	–	–	–	783	–	(783)	–
Disposals	–	–	(9)	(588)	–	(376)	(973)
Write-off	–	–	(51)	–	(36)	(1,883)	(1,970)
Exchange differences	(1)	(113)	(10)	(249)	–	(14)	(387)
At 31 May 2025	53,999	2,983	4,131	17,491	6,929	27,638	113,171
Net carrying amount:							
At 31 May 2025	69,521	7,219	1,786	7,581	3,903	15,073	105,083

10. Property, plant and equipment (cont'd)

Company	Furniture, fittings and office equipment $'000	Motor Vehicle $'000	Right-of-use assets (Note 23) $'000	Total $'000
2026				
Cost:				
At 1 June 2025	543	664	–	1,207
Additions	158	746	–	904
Disposals	(1)	(655)	–	(656)
At 31 May 2026	700	755	–	1,455
Accumulated depreciation:				
At 1 June 2025	382	350	–	732
Depreciation charge for the year	66	143	–	209
Disposals	(1)	(355)	–	(356)
At 31 May 2026	447	138	–	585
Net carrying amount:				
At 31 May 2026	253	617	–	870
2025				
Cost:				
At 1 June 2024	477	209	315	1,001
Additions	67	349	–	416
Reclassification	–	315	(315)	–
Disposals	(1)	(209)	–	(210)
At 31 May 2025	543	664	–	1,207
Accumulated depreciation:				
At 1 June 2024	319	209	283	811
Depreciation charge for the year	64	35	32	131
Reclassification	–	315	(315)	–
Disposals	(1)	(209)	–	(210)
At 31 May 2025	382	350	–	732
Net carrying amount:				
At 31 May 2025	161	314	–	475

10. Property, plant and equipment (cont'd)

Impairment

In the current financial year, the Group recognised an impairment loss of $1,432,000 (2025: $Nil) on certain property, plant and equipment. The impairment loss has been recognised within 'Administrative expenses' in the consolidated income statement. The impairment was recognised following management's assessment that the recoverable amount of the assets was lower than their carrying amount due to changes in operational circumstances.

Assets under construction

A total of $1,253,000 (2025: $2,326,000) incurred on assets currently under construction have been capitalised under the carrying amount of "Leasehold land, buildings and improvements" and "Warehouse equipment" within property, plant and equipment.

Leasehold properties and improvements

As at 31 May 2026, the Group's owned leasehold properties comprise the following:

Location	Title	Description
No. 6 Pioneer Walk Singapore 627751	Leasehold 29 years from 1 May 2006	2-storey ramp-up warehouse building with 4-storey ancillary office building
No. 39 Benoi Road Singapore 627725	Leasehold 34 years and 11.5 months from 1 March 2001	5-storey ramp-up warehouse building with ancillary office
7 Kwong Min Road Singapore 628710	Leasehold 29 year with effect from 1 July 1998	2-storey warehouse building with ancillary office
3 Tuas Avenue 11 Singapore 639069	Leasehold 16 years and 8 months with effect from 1 September 2020	3-storey detached factory with ancillary office

Assets pledged as security

In addition to assets held under finance leases, the Group's leasehold land, buildings and improvements with a carrying amount of $54,240,000 (2025: $59,092,000) are mortgaged to secure the Group's bank loans (Note 22).

11. Intangible assets

	Group			
	Goodwill	Customer relationships	Mining rights	Total
	$'000	$'000	$'000	$'000
Cost:				
At 1 June 2024	5,655	5,226	943	11,824
Disposal	–	–	(935)	(935)
Exchange differences	–	–	(8)	(8)
At 31 May 2025, 1 June 2025 and 31 May 2026	5,655	5,226	–	10,881
Accumulated amortisation and impairment:				
At 1 June 2024	2,314	4,488	388	7,190
Amortisation	–	201	55	256
Disposal	–	–	(445)	(445)
Exchange differences	–	–	2	2
At 31 May 2025	2,314	4,689	–	7,003
Amortisation	–	202	–	202
At 31 May 2026	2,314	4,891	–	7,205
Net carrying amount				
At 31 May 2026	3,341	335	–	3,676
At 31 May 2025	3,341	537	–	3,878

Customer relationships

Customer relationships relate to the ability to make regular contact with recurring customers.

Mining rights

Mining rights relates to mining rights acquired by the Group's wholly owned subsidiary, Wuzhou Xing Jian Readymix Co., Ltd in the PRC from the municipal land authority in the Cangwu County. The mining rights and the investment in Wuzhou Zi Wang Quarry Co., Ltd. (Note 14) were disposed together in previous financial year for a total cash consideration of approximately $2,663,000 and a net gain of S$1,112,000 on disposal has been recorded in the profit and loss statement.

Amortisation expense

The amortisation of customer relationships is included in "Administrative expenses" line item and the amortisation of mining rights is included in "Cost of sales" line item in the consolidated income statement.

11. Intangible assets (cont'd)

Impairment testing of goodwill

Goodwill arising from business combinations has been allocated to two CGUs for impairment testing as follows:

- GKE Marquis Pte. Ltd. ("**Marquis**") acquired on 15 December 2015; and
- GKE Services Pte. Ltd. ("**GKES**") acquired on 30 November 2016.

The carrying amount of goodwill allocated to each CGU is as follows:

	2026 and 2025		
	Marquis	**GKES**	**Total**
	$'000	**$'000**	**$'000**
Goodwill	1,315	2,026	3,341

The recoverable amounts of the CGUs have been determined based on value in use calculations which are based on cash flow projections from financial budgets approved by management covering a 5-year period. The post-tax discount rate applied to the 5-year cash flow projections and the forecasted growth rates used to extrapolate cash flow projections beyond the 5-year period are as follows:

	2026		**2025**	
	Marquis	**GKES**	**Marquis**	**GKES**
Forecasted revenue based on increase/(decrease) in growth rates	(4.9%) to 2.0%	2.0% to 3.0%	2.0% to 4.3%	(19.8%) to 3.0%
Long term growth rates	1.6%	1.8%	1.6%	1.8%
Pre-tax discount rates	10.0%	12.7%	10.0%	12.7%

Key assumptions used in the value in use calculations

The calculations of value in use for both the CGUs are most sensitive to the following assumptions:

Forecasted revenue growth rates – For GKES, management has forecasted a growth of 2.0% in FY2027. Subsequently, revenue is forecasted to grow approximately 3.0% annually over the budget periods, driven by anticipated increases in demand. For Marquis, management forecasted one-time decline of 4.9% in FY2027, considering some disruptions to operations during reconstruction of warehouse. Thereafter, the revenue is forecasted to grow 2.0% over the budget period for anticipated increases in demand.

Long-term growth rates – The forecasted growth rates are based on published industry research and do not exceed the long-term average growth rate for the industries relevant to the CGUs.

Pre-tax discount rates – Discount rates represent the current market assessment of the risks specific to each CGU, regarding the time value of money and individual risks of the underlying assets which have not been incorporated in the cash flow estimates. The discount rate calculation is based on the specific circumstances of the Group and its operating segments and derived from its weighted average cost of capital ("**WACC**"), adjusted to a pre-tax basis. The WACC takes into account both debt and equity.

Based on management's assessment, there is no impairment in both of the financial years.

11. Intangible assets (cont'd)

Sensitivity to changes in assumptions

With regards to the assessment of value in use for GKES, a reasonably possible change in any of the above key assumptions would cause the carrying value of the value in use for GKES to increase/(decrease) the recoverable amount recognised on the balance sheet as follows:

	Sensitivity	Impact to recoverable amount increase/(decrease)
	Basis points	$'000
Assumptions		
2026		
Forecasted revenue growth rates	-/+100	(434)/434
Long-term growth rates	-/+100	(324)/409
Pre-tax discount rates	-/+50	256/(228)
2025		
Forecasted revenue growth rates	-/+100	(476)/476
Long-term growth rates	-/+100	(504)/635
Pre-tax discount rates	-/+50	419/(375)

12. Investments in subsidiaries

	Company	
	2026	**2025**
	$'000	**$'000**
Shares, at cost	**67,221**	76,393
Additional investment in subsidiaries	**600**	600
Strike-off of a subsidiary	**–**	(9,772)
	67,821	67,221
Less: Impairment losses	**(11,667)**	(9,960)
	56,154	57,261

Movement in impairment losses during the financial year is as follows:

	Company	
	2026	**2025**
	$'000	**$'000**
At beginning of the year	**9,960**	16,997
Impairment for the year	**1,707**	675
Strike-off of a subsidiary	**–**	(7,712)
At end of the year	**11,667**	9,960

12. Investments in subsidiaries (cont'd)

The details of the subsidiaries are as follows:

Name of subsidiaries (Country of incorporation and principal place of business)	Principal activities	Effective percentage of equity held by Group	
		2026	**2025**
		%	**%**
Held by the Company			
GKE Private Limited [i] (Singapore)	Provision of warehousing services and trading business	**100**	100
GKE Warehousing & Logistics Pte Ltd [i] (Singapore)	Provision of warehousing, packing and transportation services	**100**	100
GKE Express Logistics Pte. Ltd. [i] (Singapore)	Provision of freight forwarding, transportation, warehousing and logistics services	**100**	100
GKE Freight Pte. Ltd. [i] (Singapore)	Provision of freight forwarding and transportation services	**100**	100
GKE Holdings (HK) Co., Limited.[iii] (Hong Kong)	Investment holding	**100**	100
GKE Marquis Pte. Ltd. [i] (Singapore)	Provision of freight forwarding, transportation, warehousing and logistics services	**100**	100
GKE Services Pte. Ltd. [i] (Singapore)	Provision of port operations and logistics services, stevedoring and freight forwarding services	**100**	100
GKE Agritech Pte. Ltd. [iv] (Singapore)	Provision of indoor farming solution and growing of crops	**100**	100
GKE Fair Chem Pte. Ltd. [i] (Singapore)	Provision of blending and manufacturing of chemical and chemical products	**100**	100
GKE Logistics (Middle East) Pte. Ltd. [iv] (Singapore)	Investment holding and provision of logistics services in warehousing, transport and freight	**100**	100
GKE Retails Pte. Ltd. [i] (Singapore)	Sales and distribution of telecommunications mobile handsets and accessories	**60**[1]	100

Name of subsidiaries (Country of incorporation and principal place of business)	Principal activities	Effective percentage of equity held by Group	
		2026	2025
		%	%
Held through GKE Holdings (HK) Co., Limited.			
Wuzhou Xing Jian Readymix Co., Ltd [ii, v] (People's Republic of China)	Producing and manufacturing of environmentally friendly lightweight brick, building materials and cement products	**100**	100
Cenxi Xing Jian Readymix Co., Ltd [ii, v] (People's Republic of China)	Producing and manufacturing of environmentally friendly lightweight brick, building materials and cement products	**100**	100
Held through GKE Logistics (Middle East) Pte. Ltd.			
G K E Logistics Services L.L.C [vi] (Dubai, United Arab Emirates)	Provision of logistics in warehousing, transport and freight	**100**	100

i. Audited by Ernst & Young LLP.

ii. Audited by member firm of Ernst & Young Global for group consolidation purposes.

iii. Audited by Vincent Chui & Co. Certified Public Accountant (Practising).

iv. Audited by Plus LLP.

v. Audited by Wuzhou Zhengyi United CPA.

vi. Audited by MBC Auditing and Accounting.

In accordance with Rule 716 of SGX-ST Listing Rules, the Audit Committee and Board of Directors of the Company confirmed that they are satisfied that the appointment of different auditors for its subsidiaries would not compromise the standard and effectiveness of the audit of the Company.

[1] On 27 June 2025, the Company has entered into a Joint Venture Agreement (**"JVA"**) with Li Shan (the **"JVP"**). Pursuant to the agreement, the Company subscribed for an additional of 600,000 ordinary shares in GKE Retails Pte. Ltd. ("GKER") for a consideration of $600,000. The JVP subscribed for 666,667 ordinary shares for a total consideration of $666,667, which was satisfied through a combination of cash and assets contributed to GKER. As a result of the transaction, the Company's equity interest in GKER was diluted from 100% to 60%.

a. ***Interest in subsidiaries with material non-controlling interest (NCI)***

The Group has the following subsidiaries that have NCI that are material to the Group:

Name of Subsidiary	Principal place of business	Proportion of ownership interest held by non-controlling interest	Loss allocated to NCI during the reporting period	Accumulated NCI at the end of reporting period
			$'000	$'000
31 May 2026:				
GKE Retails Pte. Ltd.	Singapore	40%	(138)	413

12. Investments in subsidiaries (cont'd)

a. *Interest in subsidiaries with material non-controlling interest (NCI) (cont'd)*

Summarised financial information about subsidiaries with material NCI

Summarised financial information including consolidation adjustments but before intercompany eliminations of the subsidiaries with material non-controlling interests are as follows:

Summarised balance sheet

	GKE Retails Pte. Ltd.
	As at May 2026
	$'000
Current	
Assets	6,611
Liabilities	(6,967)
Net current liabilities	(356)
Non-current	
Assets	2,413
Liabilities	(1,025)
Net non-current assets	1,388
Net assets	1,032

Summarised statement of comprehensive income

	GKE Retails Pte. Ltd.
	2026
	$'000
Revenue	30,313
Loss before income tax expense	(348)
Income tax expense	2
Loss after tax	(346)
Other comprehensive income	–
Total comprehensive income	(346)

12. Investments in subsidiaries (cont'd)

a. *Interest in subsidiaries with material non-controlling interest (NCI) (cont'd)*

Other summarised information

	GKE Retails Pte. Ltd. 2026 $'000
Net cash flows used in operations	(226)

Significant restrictions

There are no significant restrictions on the Group's ability to use or access assets and settle liabilities of the subsidiary.

13. Investments in associates

	Group	
	2026 $'000	2025 $'000
Unquoted equity shares, at cost	**1,957**	1,957
Share of post-acquisition profit	**(210)**	6
Exchange differences	**(148)**	(237)
	1,599	1,726

The activities of the associates are strategic to the Group activities. The Group's investments in associates, are summarised below:

Name of associates (Country of incorporation and principal place of business)	Principal activities	Proportion of ownership interest held by Group 2026 %	2025 %
Held through GKE Services Pte. Ltd.			
TNS Ocean Lines International Private Limited [i] (India)	Provision of port operations and logistics services, stevedoring and freight forwarding services	**30**	30
Held through Wuzhou Xing Jian Readymix Co., Ltd			
Cenxi Haoyi Recycling Co., Ltd [ii] (People's Republic of China)	Producing and manufacturing of environmentally friendly lightweight brick, building materials and cement products	**24**	24

i. Audited by Tejas A. Joshi & Co. Chartered Accountants.

ii. Audited by Wuzhou Zhengyi United CPA.

14. Financial assets at fair value through profit or loss

	Group		Company	
	2026	2025	2026	2025
	$'000	$'000	$'000	$'000
Quoted equity shares, at fair value				
At beginning of the year	**22**	25	**22**	25
Fair value adjustment (Note 7)	**(4)**	(2)	**(4)**	(2)
Exchange differences	**–**	(1)	**–**	(1)
At end of the year	**18**	22	**18**	22
Unquoted equity shares, at fair value				
At beginning of the year	**–**	100	**–**	–
Disposal	**–**	(100)	**–**	–
At end of the year	**–**	–	**–**	–
	18	22	**18**	22

Quoted equity shares relate to equity interest in Austin Metals Limited (2025: Austin Metals Limited) which the Group does not has significant influence.

Unquoted equity shares relate to 18% equity interest in Wuzhou Zi Wang Quarry Co., Ltd. in which the Group does not have control or significant influence. These shares were fully disposed of in the previous financial year (Note 11).

15. Trade and other receivables

	Group		Company	
	2026	2025	2026	2025
	$'000	$'000	$'000	$'000
Trade and other receivables (current):				
Trade receivables	**33,077**	32,433	**–**	–
Amounts due from subsidiaries	**–**	–	**2,613**	2,547
Staff advances	**19**	21	**–**	–
Refundable deposits	**1,760**	875	**8**	–
Dividend receivable	**–**	–	**2,000**	–
Unbilled receivables	**2,278**	2,161	**–**	–
Other receivables	**181**	1,303	**33**	14
	37,315	36,793	**4,654**	2,561
Other receivables (non-current):				
Amount due from subsidiary	**–**	–	**2,050**	–
Loan to subsidiary	**–**	–	**848**	806
Total trade and other receivables (current and non-current)	**37,315**	36,793	**7,552**	3,367
Add: Cash and short-term deposits (Note 17)	**37,210**	30,446	**6,059**	3,888
Total financial assets carried at amortised cost	**74,525**	67,239	**13,611**	7,255

15. Trade and other receivables (cont'd)

Trade receivables

Trade receivables are non-interest bearing and are generally on 30 to 90 days' terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Trade receivables denominated in foreign currencies as at 31 May are as follows:

	Group		Company	
	2026	**2025**	**2026**	**2025**
	$'000	**$'000**	**$'000**	**$'000**
United States Dollar	**662**	228	**–**	–

Related party balances, staff advances and other receivables

The amounts due from subsidiary is non-trade in nature, unsecured, interest-free, repayable on demand and to be settled in cash.

The non-current loan to subsidiary is an unsecured 5-year term loan amounting to $848,000 (2025: $806,000), bears interest at 7.125% (2025: 7.125%) per annum and it shall be fully repaid in August 2029.

Staff advances and other receivables are unsecured, non-interest bearing, repayable on demand and are to be settled in cash.

Expected credit losses

The movement in allowance for expected credit losses of trade receivables computed based on lifetime ECL are as follow:

	Group		Company	
	2026	**2025**	**2026**	**2025**
	$'000	**$'000**	**$'000**	**$'000**
Movements in allowance account:				
At beginning of the year	**6,116**	6,809	**–**	–
Allowance for ECL for the year recorded in administrative expenses (Note 7)	**1,689**	–	**–**	–
Reversal of allowance for the year, recorded in administrative expenses (Note 7)	**–**	(444)	**–**	–
Amount written off	**(7)**	–	**–**	–
Exchange differences	**364**	(249)	**–**	–
At end of the year	**8,162**	6,116	**–**	–

16. Inventories

	Group	
	2026	2025
	$'000	$'000
Raw materials	**1,552**	1,088
Finished goods	**2,417**	3,277
	3,969	4,365
Income statement:		
Inventories recognised as an expense in cost of sales	**43,539**	30,413

17. Cash and short-term deposits

	Group		Company	
	2026	2025	2026	2025
	$'000	$'000	$'000	$'000
Cash at banks and on hand	**25,872**	23,470	**1,301**	2,426
Short-term deposits	**11,338**	6,976	**4,758**	1,462
Cash and short-term deposits	**37,210**	30,446	**6,059**	3,888

Cash at banks earns interest at floating rates based on daily bank deposit rates.

The Group's short-term deposits amounting to $11,338,000 (2025: $6,976,000) is placed for one (1) month. The range of effective interest rate of short-term deposit is 0.69% - 3.30% (2025: 1.47% - 4.27%) per annum.

Cash and short-term deposits denominated in foreign currencies as at 31 May are as follows:

	Group		Company	
	2026	2025	2026	2025
	$'000	$'000	$'000	$'000
United States Dollar	**4,416**	4,465	**1,581**	1,538
Renminbi	**15**	14	**15**	14

For the purpose of the consolidated cash flow statement, all cash and short-term deposits are cash and cash equivalents.

18. Share capital

	Group and Company			
	2026		2025	
	No. of shares '000	$'000	No. of shares '000	$'000
Issued and fully paid ordinary shares:				
At beginning of the year	**794,700**	**85,145**	794,700	85,145
Issuance of new ordinary shares	**88,124**	**8,201**	–	–
Exercise of share options	**293**	**19**	–	–
At end of the year	**883,117**	**93,365**	794,700	85,145

The holders of ordinary shares (except treasury shares) are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restrictions. The ordinary shares have no par value.

19. Treasury shares

	Group and Company			
	2026		2025	
	No. of shares '000	$'000	No. of shares '000	$'000
At beginning of the year	**(24,224)**	**(1,865)**	(22,999)	(1,778)
Share buyback	**–**	**–**	(1,225)	(87)
At end of the year	**(24,224)**	**(1,865)**	(24,224)	(1,865)

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

The Company acquired Nil (2025: 1,224,600) shares in the Company through purchases on the Singapore Exchange during the financial year. The total amount paid to acquire the shares in cash was $Nil (2025: $87,000) and this was presented as a component within shareholders' equity.

20. Other reserves

(i) *Translation reserve*

The foreign currency translation reserve represents exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency.

(ii) *Cash flow hedge reserve*

Cash flow hedge reserve represents the portion of the fair value changes (net of tax) on derivative financial instruments designated as hedging instruments in cash flow hedges that is determined to be an effective hedge, as shown below:

20. Other reserves (cont'd)

(ii) *Cash flow hedge reserve (cont'd)*

	Group	
	2026	**2025**
	$'000	**$'000**
Interest rate risk:		
At beginning of the year	–	98
Effective portion of changes in fair value of cash flow hedges		
- Interest rate swaps	–	(235)
Net change in fair value of cash flow hedges reclassified to profit or loss		
- Interest rate swaps	–	117
Tax effect		
- Interest rate swaps	–	20
At end of the year	–	–

(iii) *Capital reserve*

Capital reserve represents the gain or loss arising from purchase, sale, issue or cancellation of treasury shares and changes in ownership interest in a subsidiary.

(iv) *Share based payments*

ESOS 2021

Under the ESOS 2021, the Company, at its discretion, may grant share options of the Company to Executive Directors and key employees of the Company, its subsidiaries and Non-Executive Directors (including the Independent Directors) upon completion of 12 months of service.

The vesting period of the granted employee share options is 12 months after the grant date.

The fair value of share options granted is estimated at the date of grant using the Black- Scholes Option model, taking into account the terms and conditions on which the share options were granted. It also considers historical and expected dividends, and the share price volatility of the Company relative to that of its competitors so as to predict the share performance.

The exercise price of the share options is equal to the market price of the underlying shares on the date of grant. There are no cash settlement alternatives for the employees.

The expense recognised for employee services received during the year is shown in the following table:

	2026	**2025**
	$'000	**$'000**
Expense arising from equity-settled share based payment transactions (Note 7)	**95**	107

There were no cancellations or modifications to the awards in FY2026.

20. Other reserves (cont'd)

(iv) *Share based payments (cont'd)*

ESOS 2021 (cont'd)

Movements during the year

The following table illustrates the number and weighted average exercise prices ("**WAEP**") of, and movements in, share options during the year:

	Group and Company			
	2026		2025	
	Number '000	WAEP $	Number '000	WAEP $
Outstanding at beginning of the year	**15,900**	**0.09**	12,373	0.09
Granted during the year	**4,527**	**0.09**	3,698	0.09
Exercised during the year	**(293)**	**0.06**	–	–
Forfeited during the year	**(661)**	**0.10**	(171)	0.09
Outstanding at end of the year	**19,473**	**0.09**	15,900	0.09
Exercisable at 31 May	**14,946**	**0.09**	12,202	0.09

The weighted average remaining contractual life for the share options outstanding as at 31 May 2026 was 7.8 years (2025: 8.3 years) for eligible employees and executive directors and 2.4 years (2025: 3.0 years) for non-executive directors. The weighted average fair value of options granted during the year was $0.01 (2025: $0.03). The range of exercise price for options outstanding at the end of the year were $0.06 to $0.11 (2025: $0.06 to $0.11).

The following tables list the inputs to the model used for the scheme for the year ended 31 May 2026 and 2025:

	Company	
	2026	2025
Weighted average fair values at the measurement date ($)	**0.01**	0.03
Dividend yield (%)	**4.7**	2.8
Expected volatility (%)	**30.0**	36.0
Risk–free interest rate (%)	**1.2**	2.5
Expected life of share options (years)	**10.0**	10.0
Weighted average share price ($)	**0.09**	0.09

The expected life of the share options is based on historical data and current expectations and is not necessarily indicative of exercise patterns that may occur. The expected volatility reflects the assumption that the historical volatility over a period similar to the life of the options is indicative of future trends, which may not necessarily be the actual outcome.

20. Other reserves (cont'd)

(v) *Statutory reserve*

In accordance with the Company Law applicable to the subsidiary in the PRC, the subsidiary is required to make appropriation to a statutory reserve ("**SR**"). 10% of the statutory profits after tax as determined in accordance with the applicable PRC accounting standards and regulations must be allocated to the SR until the cumulative total of the SR reaches 50% of the subsidiary's registered capital. Subject to approval from the relevant PRC authorities, the SR may be used to offset any accumulated losses or increase the registered capital of the subsidiary. The SR is not available for dividend distribution to shareholders.

21. Other liabilities

	Group		Company	
	2026	**2025**	**2026**	**2025**
	$'000	**$'000**	**$'000**	**$'000**
Current:				
Accrued operating expenses	**6,624**	8,173	**1,212**	1,889
Deposits received	**520**	684	**–**	–
GST payables	**1,110**	812	**58**	64
Deferred income	**190**	226	**18**	22
	8,444	9,895	**1,288**	1,975
Non-current:				
Deferred income	**1,533**	1,691	**–**	–
	9,977	11,586	**1,288**	1,975
Less:				
GST payables	**(1,110)**	(812)	**(58)**	(64)
Deferred income	**(1,723)**	(1,917)	**(18)**	(22)
Other liabilities representing financial liabilities carried at amortised cost	**7,144**	8,857	**1,212**	1,889

22. Borrowings

	Group		Company	
	2026	**2025**	**2026**	**2025**
	$'000	**$'000**	**$'000**	**$'000**
Current				
- Unsecured	**942**	1,090	**–**	194
- Secured	**11,060**	9,938	**–**	–
	12,002	11,028	**–**	194
Non-current				
- Secured	**21,407**	27,447	**–**	–
Total borrowings	**33,409**	38,475	**–**	194

22. Borrowings (cont'd)

The Group's borrowings comprise the following:

(i) 18-year SGD commercial property loan

The 18-year SGD commercial property loan of $25,600,000 bears fixed rate for the 1st year and 2nd year at 4.25% per annum and in subsequent years is 2.00% per annum over the applicable Compounded Singapore Overnight Rate Average ("**SORA**") Reference Rate as determined by the Bank on the day of transaction. The loan shall be repaid over 216 monthly instalments after its first drawdown. The term loan is secured by first legal mortgage of the leasehold land, buildings and improvements of a subsidiary and corporate guarantee from the Company and a subsidiary.

During the financial year ended 31 May 2026, the interest rate has been revised to fixed rate for the 1st year and 2nd year at 2.75% per annum and in subsequent years is 2.00% per annum over the applicable Compounded Singapore Overnight Rate Average ("**SORA**") Reference Rate as determined by the Bank on the day of transaction.

The carrying amount of the loan as at 31 May 2026 is $8,438,000 (2025: $9,952,000).

(ii) 10-year SGD equipment loan

The 10-year SGD equipment loan of $3,573,000 bears the interest rate at 1.75% per annum over the applicable Compounded SORA Reference Rate as determined by the Bank on the day of transaction or at such other rate at the sole discretion of the Bank. The loan shall be repaid over 120 fixed monthly instalments. The term loan is secured by first legal mortgage of the equipment and corporate guarantee from the Company.

The carrying amount of the loan as at 31 May 2026 is $423,000 (2025: $666,000).

(iii) 5-year temporary bridging loan

The 5-year temporary bridging loan of $Nil (2025: $3,000,000) bears interest at 2.00% per annum or at such may be approved by Enterprise Singapore under Enterprise Financing Scheme ("**EFS**"). The first principal instalment will be repayable on the 12th month from the first drawdown date. The loan has been fully repaid during the year.

(iv) 1-year RMB bank term loan

(a) The 1-year term loan of $Nil (2025: RMB 7,000,000 equivalent to $1,254,000) bears fixed interest at 4.60%. The loan shall be repaid within 12 months from the first drawdown date. The loan has been fully repaid during the year.

(b) The 1-year term loan of $Nil (2025: RMB 2,000,000 equivalent to $358,000) bears fixed interest at 3.10%. The loan shall be repaid within 12 months from the first drawdown date. The loan has been fully repaid during the year.

(c) The 1-year term loan of $Nil (2025: RMB 2,000,000 equivalent to $358,000) bears fixed interest at 3.10%. The loan shall be repaid within 12 months from the first drawdown date. The loan has been fully repaid during the year.

(d) The 1-year term loan of $Nil (2025: RMB 1,000,000 equivalent to $179,000) bears fixed interest at 3.10%. The loan shall be repaid within 12 months from the first drawdown date. The loan has been fully repaid during the year.

22. Borrowings (cont'd)

(iv) 1-year RMB bank term loan (cont'd)

(e) The 1-year term loan of $Nil (2025: RMB 7,500,000 equivalent to $1,344,000) bears fixed interest at 3.10%. The loan shall be repaid within 12 months from the first drawdown date. The loan has been fully repaid during the year.

(f) The 1-year term loan of RMB 7,000,000 equivalent to $1,319,000 bears fixed interest at 5.60%. The loan shall be repaid within 12 months from the first drawdown date.

(g) The 1-year term loan of RMB 2,000,000 equivalent to $377,000 bears fixed interest at 5.60%. The loan shall be repaid within 12 months from the first drawdown date.

(h) The 1-year term loan of RMB 2,000,000 equivalent to $377,000 bears fixed interest at 3.00%. The loan shall be repaid within 12 months from the first drawdown date.

(i) The 1-year term loan of RMB 2,000,000 equivalent to $377,000 bears fixed interest at 3.00%. The loan shall be repaid within 12 months from the first drawdown date.

(j) The 1-year term loan of RMB 1,000,000 equivalent to $188,000 bears fixed interest at 3.00%. The loan shall be repaid within 12 months from the first drawdown date.

(k) The 1-year term loan of RMB 7,500,000 equivalent to $1,413,000 bears fixed interest at 3.00%. The loan shall be repaid within 12 months from the first drawdown date.

(v) 5-year temporary bridging loan

The 5-year temporary bridging loan of $Nil (2025: $2,000,000) bears interest at 2.00% per annum or at such may be approved by Enterprise Singapore under EFS. The first principal instalment will be repayable on the 12th month from the first drawdown date. The loan has been fully repaid during the year.

(vi) 6-year SGD commercial term loan

The 6-year SGD commercial term loan of $13,517,000 bears fixed interest at 3.58% per annum for the 1st year, 2nd year at 3.78% per annum, and in subsequent years is 2.00% per annum over the applicable Compounded SORA Reference rate as determined by the Bank on the day of the transaction.

The loan shall be repaid over 72 monthly instalments. The term loan is secured by first legal mortgage of the leasehold land, building and improvements of subsidiary, and corporate guarantee from the Company.

The carrying amount of the loan as at 31 May 2026 is $9,694,000 (2025: $11,968,000).

(vii) 6-year SGD term loan

The 6-year SGD term loan of $10,000,000 bears interest at 0.80% per annum over the applicable Compounded SORA Reference rate as determined by the Bank on the day of the transaction, or at such other rate at the sole discretion of the Bank.

The loan shall be repaid over 72 monthly instalments. The term loan is secured by first legal mortgage of the leasehold land, building and improvements of subsidiary, and corporate guarantee from the Company.

The carrying amount of the loan as at 31 May 2026 is $7,193,000 (2025: $8,871,000).

22. Borrowings (cont'd)

(viii) 5-year SGD term loan

The 5-year SGD term loan of $1,319,000 bears interest at 1.40% per annum over the applicable Compounded SORA Reference rate as determined by the Bank on the day of the transaction, or at such other rate at the sole discretion of the Bank.

The loan shall be repaid over 60 monthly instalments. The term loan is secured by first legal mortgage of the leasehold land, building and improvements of subsidiary, and corporate guarantee from the Company.

The carrying amount of the loan as at 31 May 2026 is $1,544,000 (2025: $1,319,000).

(ix) SGD trust receipts

(a) The SGD trust receipts of $Nil (2025: $1,496,000) bears interest at 1.50% per annum over the Bank's Cost of Funds as determined by the Bank on the day of transaction, or at such other rate at the sole discretion of the Bank, for SGD denominated bills. The trust receipts are secured by the corporate guarantee from the Company. The trust receipts shall be repaid within stipulated trust receipt period. The loan has been fully repaid during the year.

(b) The SGD trust receipts of $1,760,000 bears interest at 1.50% per annum over the Bank's Cost of Funds as determined by the Bank on the day of transaction, or at such other rate at the sole discretion of the Bank, for SGD denominated bills. The trust receipts are secured by the corporate guarantee from the Company. The trust receipts shall be repaid within stipulated trust receipt period.

(x) 5-year SGD term loan

The 5-year SGD term loan of $418,500 bears interest at 1.40% per annum over the applicable Compounded SORA Reference rate as determined by the Bank on the day of the transaction, or at such other rate at the sole discretion of the Bank. The loan shall be repaid over 60 monthly instalments.

The carrying amount of the loan as at 31 May 2026 is $306,000 (2025: $387,000).

A reconciliation of liabilities arising from financing activities is as follows:

	31 May 2025	Cash flows		Addition of leases	Disposal of leases	Foreign exchange movement	Others	31 May 2026
		Repayment	Proceeds					
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Bank loans								
- Current	11,028	(19,461)	14,191	–	–	204	6,040	12,002
- Non-current	27,447	–	–	–	–	–	(6,040)	21,407
Lease liabilities								
- Current	5,512	(6,621)	–	1,174	(14)	(12)	2,990	3,029
- Non-current	9,136	–	–	3,324	–	–	(2,990)	9,470
Total	53,123	(26,082)	14,191	4,498	(14)	192	–	45,908

22. Borrowings (cont'd)

A reconciliation of liabilities arising from financing activities is as follows: (cont'd)

	31 May 2024	Cash flows		Addition of leases	Foreign exchange movement	Others	31 May 2025
		Repayment	Proceeds				
	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Bank loans							
- Current	10,666	(10,599)	6,636	–	(135)	4,460	11,028
- Non-current	31,653	–	254	–	–	(4,460)	27,447
Lease liabilities							
- Current	4,770	(5,418)	–	2,492	–	3,668	5,512
- Non-current	12,804	–	–	–	–	(3,668)	9,136
Total	59,893	(16,017)	6,890	2,492	(135)	–	53,123

The 'Others' column relates to reclassification of non-current portion of loans and borrowings including obligations under leases due to passage of time and accretion of interests.

The Company's subsidiary, GKER banking facility is subjected to covenant clauses, whereby GKER is required to meet certain level of paid-up share capital and to be maintained at all times. Despite the non-compliance on this specific requirement as at 31 May 2026, GKER has met all other covenant conditions and the repayment obligations in the current financial year and continues to be able to do so subsequent to year end. No reclassification of the balance to current liabilities was required, as the remaining balance was already due within the next 12 months.

On 24 July 2026, the lender had provided the formal waiver letter to allow management to correct the underlying covenant condition by 7 August 2026. On 28 July 2026, the Company had completed the increase in paid-up share capital in GKER to the levels as required and has since complied with the requirements.

Other than the above, as at 31 May 2026 and 2025, all the financial covenants on the above bank borrowings have been fully complied with.

The Company does not expect to incur any liabilities arising from the corporate guarantees.

23. Leases

The Group has lease contracts for various items of property, vehicles and other equipment used in its operations. The Group's obligations under its leases are secured by the lessor's title to the leased assets. Generally, the Group is restricted from assigning and subleasing the leased assets and some contracts require the Group to maintain certain financial ratios.

The Group also has certain leases of other equipment with lease terms of 12 months or less and leases of office equipment with low value. The Group applies the 'low value assets' recognition exemptions for these leases.

23. Leases (cont'd)

Right-of-use assets

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the year:

	Warehouses and dormitories	Forklifts and motor vehicles	Plant and machinery	Land use rights	Total
	$'000	$'000	$'000	$'000	$'000
Group					
As at 1 June 2024	14,528	1,496	392	1,833	18,249
Additions	2,319	173	–	–	2,492
Depreciation expenses	(4,704)	(351)	(32)	(42)	(5,129)
Disposals	–	(90)	–	–	(90)
Reclassification	–	(380)	–	–	(380)
Exchange differences	–	–	–	(69)	(69)
As at 31 May 2025 and 1 June 2025	12,143	848	360	1,722	15,073
Additions	4,370	128	–	–	4,498
Depreciation expenses	(5,660)	(254)	(32)	(48)	(5,994)
Disposals	–	(14)	–	–	(14)
Reclassification	–	(49)	–	–	(49)
Exchange differences	(9)	–	–	88	79
As at 31 May 2026	10,844	659	328	1,762	13,593

Land use rights

Land use rights comprise the following:

(a) A plot of state-owned land in Wuzhou, PRC where the Group has constructed a ready-mix concrete plant. The land use rights are transferable and have a remaining tenure of 39 years (2025: 40 years).

(b) A plot of state-owned land in Cenxi, PRC where the Group has constructed a ready-mix concrete plant. The land use rights are transferable and have a remaining tenure of 44 years (2025: 45 years).

Assets held under finance leases

The carrying amount of assets held under finance leases, primarily motor vehicles, trailers and forklifts at the end of the reporting period was $912,000 (2025: $1,115,000).

Certain leased assets are pledged as security for the related financing loan (Note 22).

23. Leases (cont'd)

Lease liabilities

Set out below are the carrying amounts of lease liabilities and the movements during the year:

	Group		Company	
	2026	**2025**	**2026**	**2025**
	$'000	**$'000**	**$'000**	**$'000**
At beginning of the year	**14,648**	17,574	**–**	20
Additions	**4,498**	2,492	**–**	–
Disposal	**(14)**	–	**–**	–
Accretion of interest (Note 6)	**580**	648	**–**	–
Payment	**(7,201)**	(6,066)	**–**	(20)
Exchange difference	**(12)**	–	**–**	–
At end of the year	**12,499**	14,648	**–**	–
Presented as:				
Current	**3,029**	5,512	**–**	–
Non-current	**9,470**	9,136	**–**	–

The following are the amounts recognised in profit or loss:

	Group	
	2026	**2025**
	$'000	**$'000**
Depreciation expenses of right-of-use assets	**5,994**	5,129
Interest expense on lease liabilities	**580**	648
Expense relating to leases of low-value assets and short term leases (included in cost of sales and administrative expenses)	**1,301**	519
Total amount recognised in profit or loss	**7,875**	6,296

24. Deferred tax

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current income tax assets against current income tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

The amounts, after such offsets, are disclosed on the balance sheet as follows:-

	Group		Company	
	2026	**2025**	**2026**	**2025**
	$'000	**$'000**	**$'000**	**$'000**
Deferred tax assets	**1,493**	1,008	**–**	–
Deferred tax liabilities	**(3,095)**	(3,051)	**(243)**	(222)
Net deferred tax liabilities	**(1,602)**	(2,043)	**(243)**	(222)

Details of deferred tax assets and liabilities before offsetting is as follows:-

	Group		Company	
	2026	**2025**	**2026**	**2025**
	$'000	**$'000**	**$'000**	**$'000**
Deferred tax assets:				
Allowance for expected credit losses	**1,493**	1,008	**–**	–
Lease liabilities	**1,491**	2,299	**–**	–
Provision	**34**	27	**7**	1
	3,018	3,334	**7**	1
Deferred tax liabilities:				
Differences in depreciation for tax purpose	**(3,563)**	(4,230)	**(42)**	(25)
Fair value adjustments on acquisition of subsidiary	**(849)**	(949)	**–**	–
Other	**(208)**	(198)	**(208)**	(198)
	(4,620)	(5,377)	**(250)**	(223)

24. Deferred tax (cont'd)

Deferred tax as at 31 May relates to the following:

	Group		Company	
	2026	**2025**	**2026**	**2025**
	$'000	**$'000**	**$'000**	**$'000**
At beginning of the year	**(2,043)**	(2,006)	**(222)**	(172)
Tax (charged)/credited to profit or loss				
- Current year (Note 8(a))	**295**	14	**(27)**	(61)
- Prior year (Note 8(a))	**81**	(10)	**6**	11
Impact of fair value loss/(gain) from interest rate swap	**–**	20	**–**	–
Exchange differences	**65**	(61)	**–**	–
At end of the year	**(1,602)**	(2,043)	**(243)**	(222)

Unrecognised tax losses

At the end of the reporting period, the Group has tax losses of approximately $1,115,000 (2025: $293,000) that are available for offset against future taxable profits of the companies in which the losses arose, for which no deferred tax asset is recognised due to uncertainty of its recoverability. The use of these tax losses is subject to the agreement of the tax authorities and compliance with certain provisions of the tax legislation of the respective countries in which the companies operate. The tax losses have no expiry date.

Unrecognised temporary differences relating to investment in subsidiaries

At the end of the reporting period, no deferred tax liability has been recognised for taxes that would be payable on the undistributed earnings of certain subsidiaries of the Group as the Group has control over the distribution of the earnings and has determined that the undistributed earnings of the subsidiaries will not be distributed in the foreseeable future. Such undistributed earnings of the subsidiaries amounted to $21,709,000 (2025: $19,958,000).

Tax consequences of proposed dividends

There are no income tax consequences attached to the payment of dividends in either 2026 or 2025 by the Company to its shareholders.

25. Trade and other payables

	Group		Company	
	2026	**2025**	**2026**	**2025**
	$'000	**$'000**	**$'000**	**$'000**
Trade payables	**8,400**	8,251	**–**	–
Other payables	**3,495**	5,297	**118**	31
Amounts due to subsidiaries	**–**	–	**1**	19
Total trade and other payables	**11,895**	13,548	**119**	50
Add:				
Other liabilities (Note 21)	**7,144**	8,857	**1,212**	1,889
Borrowings (Note 22)	**33,409**	38,475	**–**	194
Total financial liabilities carried at amortised cost	**52,448**	60,880	**1,331**	2,133

Trade and other payables are unsecured, non-interest bearing and repayment is based on payment terms and conditions agreed.

Trade and other payables denominated in foreign currencies as at 31 May are as follows:

	Group		Company	
	2026	**2025**	**2026**	**2025**
	$'000	**$'000**	**$'000**	**$'000**
United States Dollar	**235**	102	**–**	10

The amounts due to subsidiaries are non-trade in nature, unsecured, interest-free, and repayable on demand and are to be settled in cash.

26. Commitments and contingencies

(a) Capital commitments

Capital expenditure contracted for as at the end of the reporting period but not recognised in the financial statements are as follows:

	Group	
	2026	**2025**
	$'000	**$'000**
Capital commitments in respect of property, plant and equipment	**1,155**	450

26. Commitments (cont'd)

(b) Operating lease income commitments - as lessor

Operating lease income mainly represents rental receivables by the Group from the provision of warehousing at various areas in Singapore. These non-cancellable leases have remaining lease terms of up to 2 years (2025: remaining lease terms of up to 2 years).

Future minimum rental receivables under non-cancellable operating leases at the end of the reporting period are as follows:

	Group	
	2026	**2025**
	$'000	**$'000**
Not later than one year	**1,618**	1,661
Later than one year but not later than five years	**907**	1,801
	2,525	3,462

(c) Contingent liabilities

	Group		Company	
	2026	**2025**	**2026**	**2025**
	$'000	**$'000**	**$'000**	**$'000**
Contingent liabilities not provided for in the accounts:				
Financial guarantee on borrowings and finance leases	**29,576**	35,331	**29,576**	35,331
Financial guarantee contract given to trade related counterparties	**1,869**	347	**1,500**	–
Banker guarantees	**17,042**	16,381	**–**	–
	48,487	52,059	**31,076**	35,331

27. Fair value of assets and liabilities

(a) Fair value hierarchy

The Group categorises fair value measurements using a fair value hierarchy that is dependent on the valuation inputs used as follows:

(i) Level 1 – Quoted prices (unadjusted) in active market for identical assets or liabilities that the Group can access at the measurement date;

(ii) Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly; and

(iii) Level 3 – Unobservable inputs for the asset and liability.

Fair value measurements that use inputs of different hierarchy levels are categorised in its entirety in the same level of their fair value hierarchy as the lowest level input that is significant to the entire measurement.

27. Fair value of assets and liabilities (cont'd)

(b) Assets and liabilities measured at fair value

The following table shows an analysis of each class of assets and liabilities measured at fair value at the end of the reporting period:

	Group			
	Fair value measurements at the end of the reporting period using			
Recurring fair value measurements	**Quoted prices in active markets for identical instruments (Level 1)**	**Significant observable inputs other than quoted prices (Level 2)**	**Significant unobservable inputs (Level 3)**	**Total**
	$'000	**$'000**	**$'000**	**$'000**
2026				
Assets				
Financial assets				
Financial assets at fair value through profit or loss				
- Quoted equity shares (Note 14)	18	–	–	18
2025				
Assets				
Financial assets				
Financial assets at fair value through profit or loss				
- Quoted equity shares (Note 14)	22	–	–	22

(c) Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

Management has determined that the carrying amounts of cash and short-term deposit, trade and other receivables, trade and other payables and other liabilities based on their notional amounts, reasonably approximate their fair values because they are short-term in nature or the interest rates are approximate market interest rates. The carrying amounts of borrowings at floating rates reflect fair values because they are all re-priced to the market interest rates near the end of the reporting period.

The carrying amount of other receivables (non-current) is reasonable approximation of fair values as the consideration of time value of money is not material. The carrying amounts of borrowings at floating rates reflect fair values because they are all re-priced to the market interest rates near the end of the reporting period.

28. Financial risk management objectives and policies

The Group and the Company is exposed to financial risks arising from its operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk, foreign currency risk and interest rate risk. The Board of Directors reviews and approves policies and procedures for the management of these risks, which are executed by the Chief Executive Officer. The Audit Committee provides independent oversight to the effectiveness of the risk management process. It is, and has been throughout the current and previous financial year, the Group's policy that no trading in derivatives for speculative purposes shall be undertaken.

The following sections provide details regarding the Group's and the Company's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

There has been no change to the Group's exposure to these financial risks or the manner in which it manages and measures the risks.

(a) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group's and the Company's exposure to credit risk arises primarily from trade and other receivables. For other financial assets, the Group and the Company minimise credit risk by dealing exclusively with high credit rating counterparties.

The Group's objective is to seek continual revenue growth while minimising losses incurred due to increased credit risk exposure. The Group trades only with recognised and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis with the result that the Group's exposure to bad debts is not significant.

The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. The Group assumes that credit risk of a financial asset has increased significantly when the financial asset remains outstanding for more than the reasonable range of past due days, taking into consideration historical payment track records, current macroeconomics situation as well as the general industry trend.

To assess whether there is a significant increase in credit risk, the Group considers available reasonable and supportive forwarding-looking information which includes the following indicators:

- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the counterparty's ability to meet its obligations

- Actual or expected significant changes in the operating results of the counterparty

<u>Trade receivables</u>

The Group provides for lifetime expected credit losses for all trade receivables using a provision matrix. The provision rates are determined based on Group's historical observed default rates analysed in accordance to days past due by grouping of customer, which also incorporate forward looking information such as forecast of economic conditions, leading to an increased number of defaults.

28. Financial risk management objectives and policies (cont'd)

(a) Credit risk (cont'd)

Trade receivables (cont'd)

	Group			
	2026		2025	
	Gross amount $'000	Less allowance provision $'000	Gross amount $'000	Less allowance provision $'000
Group				
Not past due	**12,203**	**–**	10,735	–
Past due 0 to 90 days	**8,909**	**–**	9,801	–
Past due 91 to 180 days	**3,431**	**–**	3,278	(1)
Past due 181 to 365 days	**2,094**	**(38)**	3,662	(73)
Past due more than 365 days	**14,602**	**(8,124)**	11,073	(6,042)
	41,239	**(8,162)**	38,549	(6,116)

Intercompany receivables

The amounts due from subsidiaries comprise of intercompany loan, treasury funding and non-trade-related receivables from corporate support. The Company has minimal credit risk as the subsidiaries are operating in developed countries with established business activities.

Intercompany receivables are assessed using the general approach, incorporating inputs from annual credit reviews, analysis of financial performance, liquidity, projected cash flows, business plans, and other forward-looking information.

Based on these assessments, the Company concluded that expected credit losses are minimal as the subsidiaries are of low credit risk.

Exposure to credit risk

At the end of the reporting period, the Group's and the Company's maximum exposure to credit risk is represented by:

- the carrying amount of each class of financial assets disclosed in Note 15 recognised in the balance sheets; and
- an amount of $29,406,000 (2025: $34,863,000) relating to financial guarantees provided by the Company to its subsidiaries for the subsidiaries' underlying borrowings (Note 22).

28. Financial risk management objectives and policies (cont'd)

(a) Credit risk (cont'd)

Financial assets that are neither past due nor impaired

Trade and other receivables that are neither past due nor impaired are with creditworthy debtors with good payment record with the Group. Cash and cash equivalents are placed with or entered into with reputable financial institutions with high credit ratings and no history of default.

Financial assets that are either past due or impaired

Information regarding financial assets that are either past due or impaired is disclosed in Note 15.

(b) Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

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 end of the reporting period based on contractual undiscounted repayment obligations.

	One year or less	**One to five years**	**Over five years**	**Total**
	$'000	**$'000**	**$'000**	**$'000**
Group				
2026				
Financial assets:				
Trade and other receivables	37,315	–	–	37,315
Cash and short-term deposits	37,210	–	–	37,210
Total undiscounted financial assets	74,525	–	–	74,525
Financial liabilities:				
Borrowings	12,916	22,770	142	35,828
Trade and other payables	11,895	–	–	11,895
Other liabilities	7,144	–	–	7,144
Lease liabilities	3,447	6,981	4,480	14,908
Total undiscounted financial liabilities	35,402	29,751	4,622	69,775
Total net undiscounted financial assets/(liabilities)	39,123	(29,751)	(4,622)	4,750

28. Financial risk management objectives and policies (cont'd)

(b) Liquidity risk (cont'd)

	One year or less $'000	One to five years $'000	Over five years $'000	Total $'000
Group				
2025				
Financial assets:				
Trade and other receivables	36,793	–	–	36,793
Cash and short-term deposits	30,446	–	–	30,446
Total undiscounted financial assets	67,239	–	–	67,239
Financial liabilities:				
Borrowings	12,279	26,528	3,038	41,845
Trade and other payables	13,548	–	–	13,548
Other liabilities	8,857	–	–	8,857
Lease liabilities	5,992	5,440	5,382	16,814
Total undiscounted financial liabilities	40,676	31,968	8,420	81,064
Total net undiscounted financial assets/(liabilities)	26,563	(31,968)	(8,420)	(13,825)

The table below shows the contractual expiry by maturity of the Group and Company's contingent liabilities. The maximum amounts of the financial guarantee contracts are allocated to the earliest period in which the guarantees could be called.

	Group		Company	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000
One year or less	**9,934**	8,004	**9,630**	7,925
One to five years	**21,370**	24,679	**21,305**	24,411
Over five years	**141**	2,995	**141**	2,995
Total	**31,445**	35,678	**31,076**	35,331

28. Financial risk management objectives and policies (cont'd)

(c) Foreign currency risk

The Group has transactional currency exposures arising from sales or purchases that are denominated in a currency other than the respective functional currencies of Group entities, primarily United States Dollar ("**USD"**) and Renminbi ("**RMB**").

The Group also holds cash denominated in foreign currencies for working capital purposes. At the end of the reporting period, such foreign currency balances are mainly in USD.

The Group is also exposed to currency translation risk arising from its net investments in foreign operations, denominated in PRC. The Group's net investments in PRC is not hedged as currency positions in RMB is considered to be long-term in nature.

Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity of the Group's profit before tax to a reasonably possible change in the USD and RMB exchange rates against the functional currency of the Group entities, with all other variables held constant.

		Group	
		Increase/ (decrease) profit before tax	**Increase/ (decrease) profit before tax**
		2026	**2025**
		$'000	**$'000**
Against SGD			
USD	- Strengthened 3% (2025: 3%)	**145**	138
	- Weakened 3% (2025: 3%)	**(145)**	(138)
RMB	- Strengthened 3% (2025: 3%)	**1**	1
	- Weakened 3% (2025: 3%)	**(1)**	(1)

(d) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates. The Group's and the Company's exposure to interest rate risk arises primarily from their borrowings and loan to subsidiary. The Group does not hedge its fixed rate loans and borrowings.

The Group do not expect any significant effect on the Group's profit or loss arising from the effects of reasonably possible changes to interest rates on interest bearing financial instruments at the end of the financial year.

At the reporting date, if the interest rates had been 50 (2025: 50) basis points higher/lower with all other variables held constant, the Group's profit before tax would have been decreased/increased by $147,000 (2025: $175,000).

29. Dividends

	Group and Company	
	2026	2025
	$'000	$'000
Declared and paid during the financial year:		
Dividends on ordinary shares:		
- Interim exempt (one-tier) dividend for FY2026: 0.05 (FY2025: 0.05) Singapore cents	**429**	385
- Final exempt (one-tier) dividend for FY2025: 0.35 (FY2024: 0.20) Singapore cents	**3,005**	1,541
	3,434	1,926

The Company has proposed but not recognised as liability a final tax exempt (one-tier) dividend of 0.10 Singapore cents per ordinary share (2025: 0.35 Singapore cents) as recommended by the Directors for the financial year ended 31 May 2026.

30. Capital management

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximise shareholder value.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the years ended 31 May 2026 and 2025.

One of the externally imposed capital requirements for the Group to maintain its listing on the SGX is to have share capital with a free float of at least 10% of its ordinary shares. Management receives a report from the registrar regularly on substantial share interests showing the non-free float and it demonstrated continuing compliance with the 10% limit throughout the year.

Except as disclosed in Note 22, the Company and its subsidiaries complied with all externally imposed capital requirements for the financial years ended 31 May 2026 and 2025.

The Group monitors the capital using a gearing ratio, which is debt divided by total equity. The Group's debts consist of borrowings and finance lease liabilities.

	Group		Company	
	2026	2025	2026	2025
	$'000	$'000	$'000	$'000
Debt	**33,578**	38,943	**–**	194
Total equity	**109,759**	100,130	**69,089**	62,652
Gearing ratio	**30.6%**	38.9%	**0.0%**	0.3%

31. Segment information

For management purposes, the Group is organised into business units based on their products and services, and categorized into five reportable segments as follows:

(a) The investment holding segment is involved in Group level corporate services and investment activities.

(b) The warehousing and logistics segment provides total integrated and comprehensive warehousing and logistics solutions and services that include general cargo storage, dangerous cargo storage, bonded and license warehousing services, conventional transportation, container trucking, projects logistics, international multi-modal sea and air freight forwarding services, marine logistics and chemical warehousing with ancillary services.

(c) The infrastructural materials and services segment is primarily involved in the business of manufacturing and supply of environmentally friendly ready-mixed concrete and building materials.

(d) The retail and distribution segment provides contracting services, sales and distribution of telecommunications mobile handsets and accessories business.

(e) The agriculture segment is involved in indoor cultivation of vegetables and development of agriculture technology solutions.

Except as indicated above, no operating segments have been aggregated to form the above reportable operating segments.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which in certain aspects, as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements. Tax expense is managed on a group basis and is not allocated to operating segments.

Transfer prices between operating segments are on an arm’s length basis in a manner similar to transactions with third parties.

31. Segment information (cont'd)

	Investment holding $'000	Warehouse and logistics $'000	Infrastructural materials and services $'000	Retail and distribution $'000	Agriculture $'000	Consolidation adjustments $'000	Total $'000
2026							
Revenue							
- External customers	–	91,082	14,851	30,313	1,366	–	137,612
- Inter-segment [(1)]	–	568	–	–	29	(597)	–
Total revenue	–	91,650	14,851	30,313	1,395	(597)	137,612
Results:	(1,730)	25,820	1,971	924	(188)	(243)	26,554
Depreciation of property, plant and equipment	(210)	(13,342)	(647)	(1,074)	(336)	(388)	(15,997)
Amortisation of intangible assets	–	(202)	–	–	–	–	(202)
Allowance for expected credit loss, net	–	–	(1,678)	–	(11)	–	(1,689)
Bad debts written off	–	(31)	–	–	–	–	(31)
Impairment loss on investment in subsidiary	(1,707)	–	–	–	–	1,707	–
Fair value loss on financial assets	(4)	–	–	–	–	–	(4)
Gain on disposal of property, plant and equipment	94	23	16	(21)	–	–	112
Impairment of property, plant and equipment	–	–	–	–	(1,432)	–	(1,432)
Share of results of associates	–	–	(210)	–	–	–	(210)
Dividend income	5,000	–	–	–	–	(5,000)	–
Interest income	131	144	5	–	–	(122)	158
Finance costs	(1)	(1,468)	(195)	(177)	–	122	(1,719)
Segment profit/(loss)	1,573	10,944	(738)	(348)	(1,967)	(3,924)	5,540
Tax expense							(2,444)
Profit for the year							3,096

31. Segment information (cont'd)

	Investment holding $'000	Warehouse and logistics $'000	Infrastructural materials and services $'000	Retail and distribution $'000	Agriculture $'000	Consolidation adjustments $'000	Total $'000
2026 (cont'd)							
Assets:							
Investments in associates	–	14	1,585	–	–	–	1,599
Additions to non-current assets [(2)]	905	6,187	71	1,984	28	–	9,175
Segment assets [(3)]	70,739	127,623	30,346	9,024	1,537	(57,167)	182,102
Unallocated asset:							
Deferred tax assets							1,493
Total assets							183,595
Segment liabilities [(3)]							
Unallocated liabilities:	1,407	54,947	12,246	7,993	504	(9,317)	67,780
Deferred tax liabilities							3,095
Tax payable							2,961
Total liabilities							73,836

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

(2) Consist of additions to property, plant and equipment.

(3) Inter-segment assets and liabilities are eliminated to arrive at the total assets and liabilities reported in the consolidated balance sheet.

31. Segment information (cont'd)

	Investment holding $'000	Warehouse and logistics $'000	Infrastructural materials and services $'000	Retail and distribution $'000	Agriculture $'000	Consolidation adjustments $'000	Total $'000
2025							
Revenue							
- External customers	–	94,682	24,294	6,290	1,253	–	126,519
- Inter-segment [1]	–	457	–	–	4	(461)	–
Total revenue	–	95,139	24,294	6,290	1,257	(461)	126,519
Results:	(4,844)	27,280	4,451	(170)	(467)	1,860	28,110
Depreciation of property, plant and equipment	(132)	(13,114)	(992)	(111)	(330)	(391)	(15,070)
Amortisation of intangible assets	–	(201)	(55)	–	–	–	(256)
(Allowance)/reversal of allowance for expected credit loss, net	–	(24)	468	–	–	–	444
Bad debts written off	–	(2)	–	–	–	–	(2)
Impairment loss on investment in subsidiary	(675)	–	–	–	–	675	–
Property, plant and equipment written off	–	(19)	–	–	–	–	(19)
Fair value loss on financial assets	(2)	–	–	–	–	–	(2)
Gain on disposal of property, plant and equipment	28	34	–	–	–	–	62
Net gain on disposal of intangible assets	–	–	1,112	–	–	–	1,112
Share of results of associates	–	–	(23)	–	–	–	(23)
Dividend income	7,560	–	–	–	–	(7,560)	–
Interest income	193	173	16	–	–	(137)	245
Finance costs	(54)	(2,008)	(245)	(7)	(6)	137	(2,183)
Segment profit/(loss)	2,074	12,119	4,732	(288)	(803)	(5,416)	12,418
Tax expense							(3,569)
Profit for the year							8,849

31. Segment information (cont'd)

	Investment holding $'000	Warehouse and logistics $'000	Infrastructural materials and services $'000	Retail and distribution $'000	Agriculture $'000	Consolidation adjustments $'000	Total $'000
2025 (cont'd)							
Assets:							
Investments in associates	–	14	1,712	–	–	–	1,726
Additions to non-current assets [2]	416	7,779	141	1,692	181	–	10,209
Segment assets [3]	65,093	128,278	31,905	6,830	3,565	(52,439)	183,232
Unallocated asset:							
Deferred tax assets							1,008
Total assets							184,240
Segment liabilities [3]							
Unallocated liabilities:	2,218	59,181	13,602	6,719	650	(4,113)	78,257
Deferred tax liabilities							3,051
Tax payable							2,802
Total liabilities							84,110

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

(2) Consist of additions to property, plant and equipment.

(3) Inter-segment assets and liabilities are eliminated to arrive at the total assets and liabilities reported in the consolidated balance sheet.

31. Segment information (cont'd)

Geographical segments

Revenue and non-current assets information based on the geographical location of customers and assets respectively are as follows:

	Revenue		Non-current assets (1)	
	2026	**2025**	**2026**	**2025**
	$'000	**$'000**	**$'000**	**$'000**
Singapore	**121,967**	102,212	**89,213**	99,465
People's Republic of China	**14,851**	24,294	**9,309**	9,412
Others	**794**	13	**2,035**	84
	137,612	126,519	**100,557**	108,961

(1) Non-current assets information presented above consist of property, plant and equipment and intangible assets as presented in the balance sheets.

Information about major customer

Revenue from two major customers amount to $35,480,000 (2025: $20,026,000) for the financial year ended 31 May 2026, arising from sales by the warehouse and logistics segment and the retail and distribution segment.

32. Related party transactions

(a) Related parties

Other than disclosed elsewhere in the financial statements, the Group had significant transactions with related parties on terms agreed between the parties as follows:

	Group	
	2026	**2025**
	$'000	**$'000**
Sale of goods to an associate	**2**	1
Purchase of goods from an associate	**(672)**	(664)

32. Related party transactions (cont'd)

(b) Key management compensation

	Group	
	2026	**2025**
	$'000	**$'000**
Directors of the Company:		
- Salaries, fees and benefits-in-kind	**1,458**	2,227
- Contribution to defined contribution plans	**31**	32
- Share based payment transactions	**31**	35
Directors of subsidiaries:		
- Salaries, fees and benefits-in-kind	**1,369**	1,361
- Contribution to defined contribution plans	**66**	63
- Share based payment transactions	**14**	16
Other key management personnel:		
- Salaries, fees and benefits-in-kind	**1,221**	1,418
- Contribution to defined contribution plans	**94**	84
- Share based payment transactions	**18**	20

Key management personnel are the Directors and key personnel having authority and responsibility for planning, directing and controlling the activities of the Group, directly or indirectly.

33. Authorisation of financial statements for issue

The financial statements for the year ended 31 May 2026 were authorised for issue in accordance with a resolution of the Directors on 31 August 2026.

STATISTICS OF SHAREHOLDINGS

As at 20 August 2026

Class of shares	**:**	**Ordinary shares**
No. of shares (excluding treasury shares and subsidiary holdings)	**:**	**858,893,000**
Voting rights	**:**	**One vote per share**

As at 20 August 2026, the total number of treasury shares held is 24,224,050 (2.74%) and there are no subsidiary holdings.

DISTRIBUTION OF SHAREHOLDINGS

Range of Shareholdings	Number of Shareholders	Percentage (%)	Number of Shares	Percentage (%)
1 - 99	10	0.54	452	0.00
100 - 1,000	50	2.71	30,300	0.00
1,001 - 10,000	351	18.98	2,534,715	0.30
10,001 - 1,000,000	1,381	74.69	159,899,975	18.62
1,000,001 and above	57	3.08	696,427,558	81.08
TOTAL	**1,849**	**100.00**	**858,893,000**	**100.00**

TWENTY LARGEST SHAREHOLDERS

No.	Name of Shareholder	Number of Shares Held	Percentage (%)*
1	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	177,558,258	20.67
2	UOB KAY HIAN PTE LTD	92,562,356	10.78
3	MOOMOO FINANCIAL SINGAPORE PTE. LTD.	53,739,363	6.26
4	QIAN WENHUA	51,672,500	6.02
5	MAYBANK SECURITIES PTE. LTD.	28,064,700	3.27
6	NEO CHEOW HUI	27,945,300	3.25
7	CITIBANK NOMS SPORE PTE LTD	24,303,700	2.83
8	NEO HWEE LEE	21,085,000	2.45
9	DBS NOMINEES PTE LTD	18,154,901	2.11
10	CHEN YONGHUA	17,200,000	2.00
11	TENG BENG HUA	16,500,060	1.92
12	CHAI HWEE HOON DOREEN	13,500,000	1.57
13	OCBC SECURITIES PRIVATE LTD	12,600,900	1.47
14	WANG JIANPING	12,050,000	1.40
15	PHILLIP SECURITIES PTE LTD	10,351,900	1.21
16	TAN AI MENG	9,500,000	1.11
17	KIENTA ENGINEERING CONSTRUCTION PTE LTD	8,943,500	1.04
18	KIM SOON LEE (LIM) HEAVY TRANSPORT PTE LTD	6,500,000	0.76
19	IFAST FINANCIAL PTE LTD	5,311,300	0.62
20	ANG HOCK CHWEI	5,020,000	0.58
	TOTAL	**612,563,738**	**71.32**

* The percentage of issued ordinary shares is calculated based on the number of issued ordinary excluding the treasury shares and subsidiary holdings

STATISTICS OF SHAREHOLDINGS

As at 20 August 2026

SUBSTANTIAL SHAREHOLDERS AS AT 20 AUGUST 2026
(As recorded in the Register of Substantial Shareholders)

	Number of Shares			
	Direct Interest	**%**	**Deemed Interest**	**%**
Chen Yonghua [1]	17,200,000	2.00	50,000,000	5.82
Chen Jiangnan [2]	–	–	61,638,729	7.18
Chen Lirong [3]	–	–	58,420,642	6.80
Qian Wenhua	51,672,500	6.02	–	–

Notes:

(1) Chen Yonghua is deemed to be interested in 50,000,000 Shares which is held by United Overseas Bank Nominees (Private) Limited on his behalf.

(2) Chen Jiangnan is deemed to be interested in 61,638,729 Shares which are held by United Overseas Bank Nominees (Private) Limited on his behalf.

(3) Chen Lirong is deemed to be interested in 58,420,642 Shares which are held by UOB Kay Hian Pte Ltd on her behalf.

PERCENTAGE OF SHAREHOLDING IN PUBLIC'S HANDS

As at 20 August 2026, 55.07% of the Company's shares are held in the hand of public. Accordingly, the Company has complied with Rule 723 of the Listing Manual - Section B: Rules of Catalist of the SGX-ST which requires 10% of the equity securities (excluding preference shares and convertible equity securities) in a class that is listed to be in the hands of the public.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Annual General Meeting ("**AGM**") of GKE Corporation Limited (the "**Company**") will be held at 39 Benoi Road #06-01 Singapore 627725 on Friday, 25 September 2026 at 10:00 a.m. for the following purposes:

AS ORDINARY BUSINESS

1. To receive and adopt the Audited Financial Statements and Directors' Statement of the Company and the Group for the financial year ended 31 May 2026 together with the Auditors' Report thereon. **(Resolution 1)**

2. To declare a final tax exempt (one-tier) dividend of 0.10 Singapore cents per ordinary share as recommended by the Directors for the financial year ended 31 May 2026. **(Resolution 2)**

3. To approve the payment of Directors' fees of S$170,000 for the financial year ending 31 May 2027 in arrears. (2026: S$170,000) **(Resolution 3)**

4. To re-elect the following Directors of the Company retiring pursuant to Regulation 107 of the Constitution of the Company:

   Mr. Chen Yonghua **(Resolution 4)**
   Mr. Wong Quee Quee, Jeffrey **(Resolution 5)**

   [See Explanatory Note (i)]

5. To re-appoint Ernst & Young LLP as Auditor of the Company and to authorise the Directors of the Company to fix their remuneration. **(Resolution 6)**

6. To transact any other ordinary business which may properly be transacted at an AGM.

AS SPECIAL BUSINESS

To consider and if thought fit, to pass the following resolutions as Ordinary Resolutions, with or without any modifications:

7. **Authority to allot and issue shares in the capital of the Company pursuant to Section 161 of the Companies Act 1967 ("Companies Act") and Rule 806 of the Listing Manual – Section B: Rules of Catalist of the Singapore Exchange Securities Trading Limited ("SGX-ST") ("Catalist Rules")**

   That pursuant to Section 161 of the Companies Act and Rule 806 of Catalist Rules of the SGX-ST, the Directors of the Company be authorised and empowered to:

   (a) (i) issue shares in 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, including but not limited to the creation and issue of (as well as adjustments to) options, 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 of the Company may in their absolute discretion deem fit; and

   (b) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue shares pursuant to any Instrument made or granted by the Directors of the Company while this Resolution was in force,

("**Share Issue Mandate**")

provided that:

(1) the aggregate number of shares (including shares to be issued in pursuance of the Instruments, made or granted pursuant to this Resolution) and Instruments to be issued pursuant to this Resolution shall not exceed one hundred per centum (100%) of the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (2) below), of which the aggregate number of shares and Instruments to be issued other than on a pro rata basis to existing shareholders of the Company shall not exceed fifty per centum (50%) of the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (2) below);

(2) (subject to such calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of shares and Instruments that may be issued under sub-paragraph (1) above, the percentage of issued shares and Instruments shall be based on the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company at the time of the passing of this Resolution, after adjusting for:

(a) new shares arising from the conversion or exercise of the Instruments or any convertible securities outstanding at the time of passing of this Resolution;

(b) (where applicable) new shares arising from exercising share options or vesting of share awards, provided that such share awards or share options (as the case may be) were granted in compliance with Part VIII of the Catalist Rules; and

(c) any subsequent bonus issue, consolidation or subdivision of shares;

adjustments in accordance with sub-paragraph (2)(a) or sub-paragraph (2)(b) above are only to be made in respect of new shares arising from convertible securities, share options or share awards which were issued and outstanding or subsisting at the time of the passing of this Resolution;

(3) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Catalist Rules of the SGX-ST for the time being in force (unless such compliance has been waived by the SGX-ST), all applicable legal requirements under the Companies Act and the Constitution of the Company for the time being in force; and

(4) unless revoked or varied by the Company in a general meeting, such authority conferred by this Resolution shall continue in force (i) 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 earlier or (ii) in the case of shares to be issued in pursuance of the Instruments, made or granted pursuant to this Resolution, until the issuance of such shares in accordance with the terms of the Instruments.

[See Explanatory Note (ii)] **(Resolution 7)**

8. Proposed Renewal of Share Purchase Mandate

That:

(a) for the purposes of the Act, the exercise by the Directors of the Company of all the powers of the Company to purchase or otherwise acquire the issued and fully-paid ordinary shares in the capital of the Company ("**Shares**") not exceeding in aggregate the Maximum Limit (as defined below), at such price(s) as may be determined by the Directors from time to time up to the Maximum Price (as defined below), whether by way of:

(i) on-market purchase(s) (each a "**Market Purchase**") on the SGX-ST or another stock exchange on which the Company's equity securities are listed, in accordance with Section 76E of the Act; and/or

(ii) off-market purchase(s) (each an "**Off-Market Purchase**") effected pursuant to an equal access scheme or schemes as defined in Section 76C of the Act as may be determined or formulated by the Directors as they consider fit, which scheme(s) shall satisfy all the conditions prescribed by the Act and the Catalist Rules;

be and is hereby authorised and approved generally and unconditionally ("**Share Purchase Mandate**");

(b) any Share that is purchased or otherwise acquired by the Company pursuant to the Share Purchase Mandate shall, at the discretion of the Directors, either be cancelled or held in treasury and dealt with in accordance with the Act;

(c) unless varied or revoked by the Company in a general meeting, the authority conferred on the Directors of the Company pursuant to the Share Purchase Mandate may be exercised by the Directors at any time and from time to time during the period commencing from the date of the passing of this Resolution and expiring on the earlier of:-

(i) the conclusion of the next AGM of the Company or the date by which the AGM of the Company is required by law to be held;

(ii) the date on which the authority conferred by the Share Purchase Mandate is revoked or varied; or

(iii) the date on which the purchases or acquisitions of Shares by the Company pursuant to the Share Purchase Mandate are carried out to the full extent mandated;

(d) in this Resolution:

"**Maximum Limit**" means the number of Shares representing not more than ten per cent. (10%) of the total number of Shares as at the date of the passing of this Resolution, unless the Company has, at any time during the Relevant Period (as hereafter defined), effected a reduction of its share capital in accordance with the applicable provisions of the Act, in which event the total number of Shares shall be taken to be the total number of Shares as altered by the capital reduction (excluding any Shares which are held as treasury shares and subsidiary holdings as at that date);

"**Relevant Period**" means the period commencing from the date on which the last AGM of the Company was held and expiring on the conclusion of the next AGM or the date on which the next AGM is required by law to be, whichever is the earlier, after the date on which this Resolution is passed;

"**Maximum Price**", in relation to a Share to be purchased or acquired, means the purchase price (excluding brokerage, stamp duties, commission, applicable goods and services tax and other related expenses) to be paid for the Share purchased or acquired pursuant to the Share Purchase Mandate, as determined by the Directors, which shall not exceed:

(i) in the case of a Market Purchase, 105% of the Average Closing Price of the Shares; and

(ii) in the case of an Off-Market Purchase pursuant to an equal access scheme, 120% of the Highest Last Dealt Price of the Shares; where:

"**Average Closing Price**" means the average of the closing market prices of a Share over the five (5) consecutive market days on which the Shares are transacted on the SGX-ST immediately preceding the date of the Market Purchase by the Company and deemed to be adjusted in accordance with the Catalist Rules for any corporate action which occurs during the relevant five (5) day period and the day on which the Market Purchase is made;

"**Highest Last Dealt Price**" means the highest price transacted for a Share as recorded on the SGX-ST on the market day on which there were trades in the Shares immediately preceding the day of the making of the offer pursuant to the Off-Market Purchase;

"**Day of the making of the offer**" means the day on which the Company announces its intention to make an offer for an Off-Market Purchase, stating therein 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; and

(e) the Directors of the Company and/or any of them be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) as they and/or he may consider necessary, expedient, incidental or in the interests of the Company to give effect to the transactions contemplated and/or authorised by this Resolution.

[See Explanatory Note (iii)] **(Resolution 8)**

9. Proposed Renewal of Interested Person Transactions General Mandate

That:

(a) approval be and is given for the purposes of Chapter 9 of the Catalist Rules, for the Company, its subsidiaries and associated companies that are considered to be "entities at risk" under Chapter 9, or any of them, to enter into any of the Mandated Transactions as defined in the Addendum to the Annual Report in relation to (1) the Proposed Renewal of the Share Purchase Mandate and (2) the Proposed Renewal of the IPT General Mandate dated 10 September 2026 ("**Addendum**") with the Mandated Interested Persons as defined in the Addendum, provided that such transactions are carried out on normal commercial terms and are not prejudicial to the interests of the Company and its minority shareholders, and are in accordance with the methods and review procedures for such Mandated Transactions as set out in the Addendum ("**IPT General Mandate**");

(b) the approval given for the IPT General Mandate 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 earlier;

(c) the audit committee of the Company be and is hereby authorised to take such action as it deems proper in respect of procedures and/or to modify or implement such procedures as may be necessary to take into consideration any amendments to Chapter 9 of the Catalist Rules which may be prescribed by the SGX-ST from time to time; and

(d) the Directors of the Company and each of them be and are hereby severally authorised to complete and do all such acts and things (including without limitation, executing all such documents as may be required) as they or he may consider expedient or necessary or in the interests of the Company to give effect to the transactions contemplated and/or authorised by the IPT General Mandate and/or this Resolution.

[See Explanatory Note (iv)] **(Resolution 9)**

By Order of the Board

Cheok Hui Yee
Hon Wei Ling
Company Secretaries

Singapore, 10 September 2026

Explanatory Notes:

(i) Mr. Chen Yonghua will, upon re-election as a Director of the Company, remain as the Executive Chairman and Executive Director of the Company.

Mr. Wong Quee Quee, Jeffrey will, upon re-election as a Director of the Company, remain as an Independent Director of the Company, Chairman of the Remuneration Committee and a member of each of the Audit Committee and Nominating Committee and will be considered independent for the purpose of Rule 704(7) of the Catalist Rules.

Please refer to pages 48 to 56 of the Annual Report for the detailed information for Mr. Chen Yonghua and Mr. Wong Quee Quee, Jeffrey required pursuant to Rule 720(5) of the Catalist Rules.

(ii) **Resolution 7** above, if passed, will empower the Directors of the Company from the date of this AGM until the date 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 or such authority is varied or revoked by the Company in a general meeting, whichever is the earlier, to issue shares, make or grant instruments convertible into shares and to issue shares pursuant to such instruments, up to a number not exceeding, in total, one hundred per centum (100%) of the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company, of which up to fifty per centum (50%) may be issued other than on a pro rata basis to existing shareholders of the Company.

For determining the aggregate number of shares that may be issued, the percentage of issued shares in the capital of the Company will be calculated based on the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company at the time this Resolution is passed after adjusting for new shares arising from the conversion or exercise of the Instruments or any convertible securities, the exercise of share options or the vesting of share awards outstanding or subsisting at the time when this Resolution is passed and any subsequent consolidation or subdivision of shares.

(iii) **Resolution 8** above, if passed, will empower the Directors of the Company to exercise all powers of the Company in purchasing or acquiring Shares pursuant to the terms of the Share Purchase Mandate. This authority will continue in force until the conclusion of next AGM of the Company or the date by which the next AGM of the Company is required by law to be held or such authority is varied or revoked by the Company in a general meeting or the date on which the purchases or acquisitions of Shares pursuant to the Share Purchase Mandate are carried out to the full extent mandated, whichever is the earlier. Information relating to this proposed Resolution is set out in the Addendum.

(iv) **Resolution 9** above, if passed, will authorise the Company, its subsidiaries and associated companies that are considered to be “entities at risk” under Chapter 9, or any of them to enter into interested person transactions as described in the Addendum and recurring in the year and will empower the Directors of the Company to do all acts necessary to give effect to the IPT General Mandate. Pursuant to Rule 920(1)(b)(viii) of the Catalist Rules, Mr. Chen Yonghua, who is deemed to be interested in the IPT General Mandate, will abstain, and has undertaken to ensure that his Associates (as defined in the Addendum) will abstain, from voting and they shall additionally decline to accept any appointment to act as proxy for any Shareholder to vote in respect of such Resolution, unless the Shareholder appointing them as proxy has given specific instructions in his/her/ its proxy form as to the manner in which his/her/its votes are to be cast for such Resolution. Information relating to this proposed Resolution is set out in the Addendum.

Notes:

1. The members of the Company are invited to **attend physically** at the AGM. **There will be no option for the members to participate virtually.** Printed copies of the Notice of AGM, Proxy Form, Annual Report and Addendum for the financial year ended 31 May 2026 will be sent to the members of the Company. The Notice of AGM, Proxy Form, Annual Report and Addendum will also be made available on the SGX website at the https://www.sgx.com/stock-exchange/company-announcements.

2. A Member (whether individual or corporate) of the Company who is not a Relevant Intermediary*, is entitled to attend and vote at the AGM and is entitled to appoint not more than two (2) proxies to attend and vote in his/her/its behalf at the AGM if such Member wishes to exercise his/her/its rights at the AGM.

   Where a member (whether individual or corporate) appoints more than one (1) proxy, he/she/it shall specify the proportion of his/her/its shareholding to be represented by each proxy in the form of proxy. He/She/It must give specific instructions as to voting, or abstentions from voting, in respect of a resolution in the form of proxy, failing which, the proxy/proxies will vote or abstain from voting at his/her/its discretion for that resolution.

   A member who is a Relevant Intermediary may appoint one (1) or more proxies to attend, ask question(s) and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a direct share or shares held by such member. Where such member appoints more than one (1) proxy, the number of Shares in relation to which each proxy has been appointed shall be specified in the Proxy Form.

A member who is not a Relevant Intermediary is entitled to appoint not more than two (2) proxies to attend and vote at the AGM. Where such member appoints two (2) proxies, the proportion of his/her shareholding to be represented by each proxy shall be specified in the Proxy Form.

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

3. A proxy need not be a member of the Company.

4. The instrument appointing a proxy must be deposited at the Registered Office of the Company at 39 Benoi Road #06-01 Singapore 627725 by mail or by email to enquiry@gkegroup.com.sg. In each case, not less than forty-eight (48) hours before the time appointed for holding the Meeting, (i.e. on or before 10:00 a.m. on 23 September 2026) and failing which, the Proxy Form will not be treated as valid.

   Members are strongly encouraged to submit completed proxy forms electronically via email. A member can appoint the Chairman of the Meeting as his/her/its proxy, but this is not mandatory.

5. The Proxy Form must be under the hand of the appointor or of his/her attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed either under its seal, executed as a deed in accordance with the Companies Act 1967 or under the hand of an attorney or an officer duly authorised, or in some other manner approved by the Directors. Where the instrument appointing a proxy or proxies is executed by an attorney on behalf of the appointor, the letter or power of attorney or a duly certified copy thereof must be lodged with the instrument of proxy.

6. Members (including Central Provident Fund Investment Scheme investor ("**CPFIS Investor**") and/or Supplementary Retirement Scheme investor ("**SRS Investor**") may participate in the AGM by:

   (a) Attending the AGM in person;

   (b) Raising questions at the AGM or submitting questions in advance of the AGM; and/or

   (c) Voting at the AGM

      (i) Themselves personally; or

      (ii) Through their duly appointed proxy(ies).

   CPFIS Investor and SRS Investor who wish to appoint the Chairman of the AGM (and not third-party proxy(ies)) as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 5:00 p.m. on 15 September 2026, being seven (7) working days prior to the date of the AGM.

   Members are required to bring along NRIC/passport so as to enable the Company to verify their identity. Members are requested to arrive early to facilitate the registration process.

7. A Depositor's name must appear on the Depository Register maintained by the Central Depository (Pte) Limited as at seventy-two (72) hours before the time appointed for holding the AGM in order for the Depositor to be entitled to attend and vote at the AGM.

Submission of questions prior to the AGM

1. A Member of the Company may submit questions relating to the Annual Report and resolutions set out in the Notice of AGM in advance. To do so, all questions must be submitted no later than 17 September 2026, 10:00 a.m. by email to enquiry@gkegroup.com.sg or by post to 39 Benoi Road #06-01 Singapore 627725.

2. Members, including CPFIS Investor and SRS Investor who wish to submit their questions by post or by email are required to indicate their full names (for individuals)/company names (for corporate), contact numbers, shareholding types and number of Shares held together with their submission of question, to the Company's registered address or email address provided. Investors who hold Shares through relevant intermediaries (as defined in Section 181 of the Companies Act), excluding CPFIS and SRS Investor, should contact their respective relevant intermediaries to submit their questions based on the abovementioned instructions.

3. The Company will endeavour to address the substantial and relevant questions from members soonest possible and in any case, not later than forty-eight (48) hours before the closing date and time for the lodgement of Proxy Forms. The responses to the questions from members will be posted on the SGXNet and Company's website. Any subsequent clarifications sought by the members after 17 September 2026 will be addressed at the AGM. The minutes of the AGM will be published on the SGXNet and the Company's website within one (1) month after the date of the AGM.

NOTICE OF ANNUAL GENERAL MEETING

Personal Data Privacy

Where a member of the Company submits 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) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, proxy lists, minutes and other documents relating to the AGM (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, "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.

GKE CORPORATION LIMITED
(Company Registration No. 200001941G)
(Incorporated in the Republic of Singapore)

ANNUAL GENERAL MEETING
PROXY FORM

(Please see notes overleaf before completing this Form)

IMPORTANT:
1. An investor who holds shares under the Central Provident Fund Investment Scheme ("**CPFIS**") and/or the Supplementary Retirement Scheme ("**SRS**") (as may be applicable) may attend and cast his vote(s) at the Meeting in person. CPFIS and SRS investors who are unable to attend the Meeting but would like to vote, may inform their CPF Agent Banks or SRS Operators to appoint the Chairman of the Meeting to act as their proxy, at least seven (7) working days before the Meeting, in which case, the CPFIS and SRS investors shall be precluded from attending the Meeting.
2. This Proxy Form is not valid for use by CPFIS and SRS investors and shall be ineffective for all intents and purposes if used or purported to be used by them.

*I/We, ______________________________ (Name)

______________________________ (NRIC/Passport No./Co. Registration No.)

of ______________________________ (Address)

being a *member/members of **GKE CORPORATION LIMITED** ("**Company**"), hereby appoint:

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

*and/or (delete as appropriate)

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

or failing *him/her/them, the Chairman of the Meeting ("**Meeting**") as *my/our *proxy/proxies to attend and vote for *me/us on *my/our behalf at the Meeting of the Company to be held at 39 Benoi Road #06-01 Singapore 627725 on Friday, 25 September 2026 at 10:00 a.m. and at any adjournment thereof. *I/We direct *my/our *proxy/proxies to vote for or against the Resolutions proposed at the Meeting as indicated hereunder. If no specific direction as to voting is given or in the event of any other matter arising at the Meeting and at any adjournment thereof, the *proxy/proxies will vote or abstain from voting at *his/her discretion. In the absence of specific directions in respect of a resolution, the appointment of the Chairman of the Meeting as my/our proxy for that resolution will be treated as invalid.

No.	Resolutions relating to:	No. of votes 'For'**	No. of votes 'Against'**	No. of votes 'Abstain'**
Ordinary Business				
1	Audited Financial Statements for the financial year ended 31 May 2026			
2	To declare a final tax exempt (one-tier) dividend of 0.10 Singapore cents per ordinary share as recommended by the Directors for the financial year ended 31 May 2026			
3	Approval of Directors' fees amounting to S$170,000 for the financial year ending 31 May 2027			
4	Re-election of Mr. Chen Yonghua as Director			
5	Re-election of Mr. Wong Quee Quee, Jeffrey as Director			
6	Re-appointment of Ernst & Young LLP as Auditor and to authorise the Directors of the Company to fix their remuneration			
Special Business				
7	Authority to allot and issue shares			
8	Proposed renewal of Share Purchase Mandate			
9	Proposed renewal of Interested Person Transactions General Mandate			

** Delete where inapplicable*
*** Voting will be conducted by poll. If you wish to exercise all your votes 'For' or 'Against' or 'Abstain', please tick (√) within the box provided. Alternatively, please indicate the number of votes as appropriate. If you mark the abstain box for a particular resolution, you are directing your proxy not to vote on that resolution on a poll and your votes will not be counted in computing the required majority on a poll.*

Dated this day ____________ of ________________ 2026

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

____
Signature of Shareholder(s)
and/or, 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 81SF 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, 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 entered against your name in the Depository Register and registered in your name in the Register of Members. If no number is inserted, the instrument appointing a proxy or proxies shall be deemed to relate to all the Shares held by you.

2. A Member (whether individual or corporate) of the Company who is not a Relevant Intermediary*, is entitled to attend and vote at the AGM and is entitled to appoint not more than two (2) proxies to attend and vote in his/her/its behalf at the AGM if such Member wishes to exercise his/her/its rights at the AGM.

   Where a member (whether individual or corporate) appoints more than one (1) proxy, he/she/it shall specify the proportion of his/her/its shareholding to be represented by each proxy in the form of proxy. He/She/It must give specific instructions as to voting, or abstentions from voting, in respect of a resolution in the form of proxy, failing which, the proxy/proxies will vote or abstain from voting at his/her/its discretion for that resolution.

   A member who is a Relevant Intermediary may appoint one (1) or more proxies to attend, ask question(s) and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a direct share or shares held by such member. Where such member appoints more than one (1) proxy, the number of Shares in relation to which each proxy has been appointed shall be specified in the Proxy Form.

   A member who is not a Relevant Intermediary is entitled to appoint not more than two (2) proxies to attend and vote at the AGM. Where such member appoints two (2) proxies, the proportion of his/her shareholding to be represented by each proxy shall be specified in the Proxy Form.

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

3. A proxy, need not be a member of the Company.

4. Subject to note 7, completion and return of the instrument appointing a proxy shall not preclude a member from attending and voting at the Meeting. Any appointment of a proxy or proxies shall be deemed to be revoked if a member attends the meeting in person, and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the instrument of proxy to the Meeting.

5. The instrument appointing a proxy must be deposited at the Registered Office of the Company at 39 Benoi Road #06-01 Singapore 627725 by mail or by email to enquiry@gkegroup.com.sg. In each case, not less than forty-eight (48) hours before the time appointed for holding the Meeting, (i.e. on or before 10:00 a.m. on 23 September 2026) and failing which, the Proxy Form will not be treated as valid.

   Members are strongly encouraged to submit completed proxy forms electronically via email. A member can appoint the Chairman of the Meeting as his/her/its proxy, but this is not mandatory.

6. The Proxy Form must be under the hand of the appointor or of his/her attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed either under its seal, executed as a deed in accordance with the Companies Act 1967 or under the hand of an attorney or an officer duly authorised, or in some other manner approved by the Directors. Where the instrument appointing a proxy or proxies is executed by an attorney on behalf of the appointor, the letter or power of attorney or a duly certified copy thereof must be lodged with the instrument of proxy.

7. CPFIS investor and SRS investor who wish to appoint the Chairman of the AGM (and not third-party proxy(ies)) as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 5:00 p.m. on 15 September 2026, being seven (7) working days prior to the date of the AGM.

8. A Depositor's name must appear on the Depository Register maintained by the Central Depository (Pte) Limited as at seventy-two (72) hours before the time appointed for holding the AGM in order for the Depositor to be entitled to attend and vote at the AGM.

9. Members, including CPFIS investor and SRS investor who wish to submit their questions by post or by email are required to indicate their full names (for individuals)/company names (for corporate), contact numbers, shareholding types and number of Shares held together with their submission of question, to the Company's registered address or email address provided. Investors who hold Shares through relevant intermediaries (as defined in Section 181 of the Companies Act), excluding CPFIS and SRS investors, should contact their respective relevant intermediaries to submit their questions based on the abovementioned instructions.

General:

The Company shall be entitled to reject the instrument appointing the Chairman of the Meeting as proxy 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 a proxy or proxies. 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 seventy-two (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), the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 10 September 2026.