



advanced

Empowering. Sustainable. Future-Driven.

CRAFTING OUR NEXT CHAPTER

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ANNUAL REPORT 2025



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The Annual Report has been reviewed by the Company's sponsor, UOB Kay Hian Private Limited (the "Sponsor").

The Annual Report has not been examined or approved by the Singapore Exchange Securities Trading Limited ("SGX-ST") and the SGX-ST assumes no responsibility for the contents of this Annual Report, including the correctness of any of the statements or opinions made or reports contained in this Annual Report.

The contact person for the Sponsor is Mr Lance Tan, Senior Vice President, at 83 Clemenceau Avenue, #10-01 UE Square, Singapore 239920, telephone (65) 6590 6881.



ABOUT US



THE GROUP'S MISSION

Advancing sustainable solutions.

Empowering our people and the community.



THE GROUP'S VISION

To be the global leader in innovative and sustainable Agri-technology and Clean Energy solutions.



CORPORATE VALUES

Adherence

to Advanced's Ethical Principles

Care

for our Stakeholders, the Community, the Environment and Respect the rights, differences and dignity of others

Excellence

is a Virtue we fully commit to all Stakeholders

Advanced Holdings Ltd. (“**Advanced**” or the “**Company**”) was founded in 1993 and was listed on the Singapore Exchange in 2004. Over the years, the Company evolved from its engineering science origins into a diversified organisation with a growing presence across the food and feed sectors. Following a strategic review and in light of prolonged challenging prospects in the Oil and Gas sector, the Group completed its exit from that segment in 2024. This decisive step sharpened the Company's focus on building a technology enabled, scalable, sustainable agri-processing platform aligned with long term structural demand.

The Group's entry into the Advanced Agri-Processing sector (“**Agri-Processing**” or formerly termed as “**Agri-Tech**”) began in 2019 with the acquisition of a minority stake in Agricore Global Pte Ltd. Today, Advanced operates a corn cleaning/drying processing facility in North Sulawesi Province, Indonesia through its subsidiary, Advanced Agri Pte

Ltd, supplying quality dried corn to the Indonesian and regional feed markets. This business is currently the core contributor to continuing operations and a key component of the Group's future growth strategy and business pipelines.

As the Group advances its next phase of development, it remains committed to disciplined capital allocation, strengthened governance, and operational excellence. Expansion initiatives are staged and milestone driven, with a focus on enhancing processing and storage capacity, improving plant utilisation, and deepening supply chain resilience. The Group also invests in capability building—both internally and across its farming ecosystem—through partnerships with accredited institutions and agricultural experts.

By placing people, technology, and sustainability at the centre of its strategy, Advanced is positioning itself to scale responsibly, support regional food security, and create enduring value for stakeholders.

OUR MAIN BUSINESS

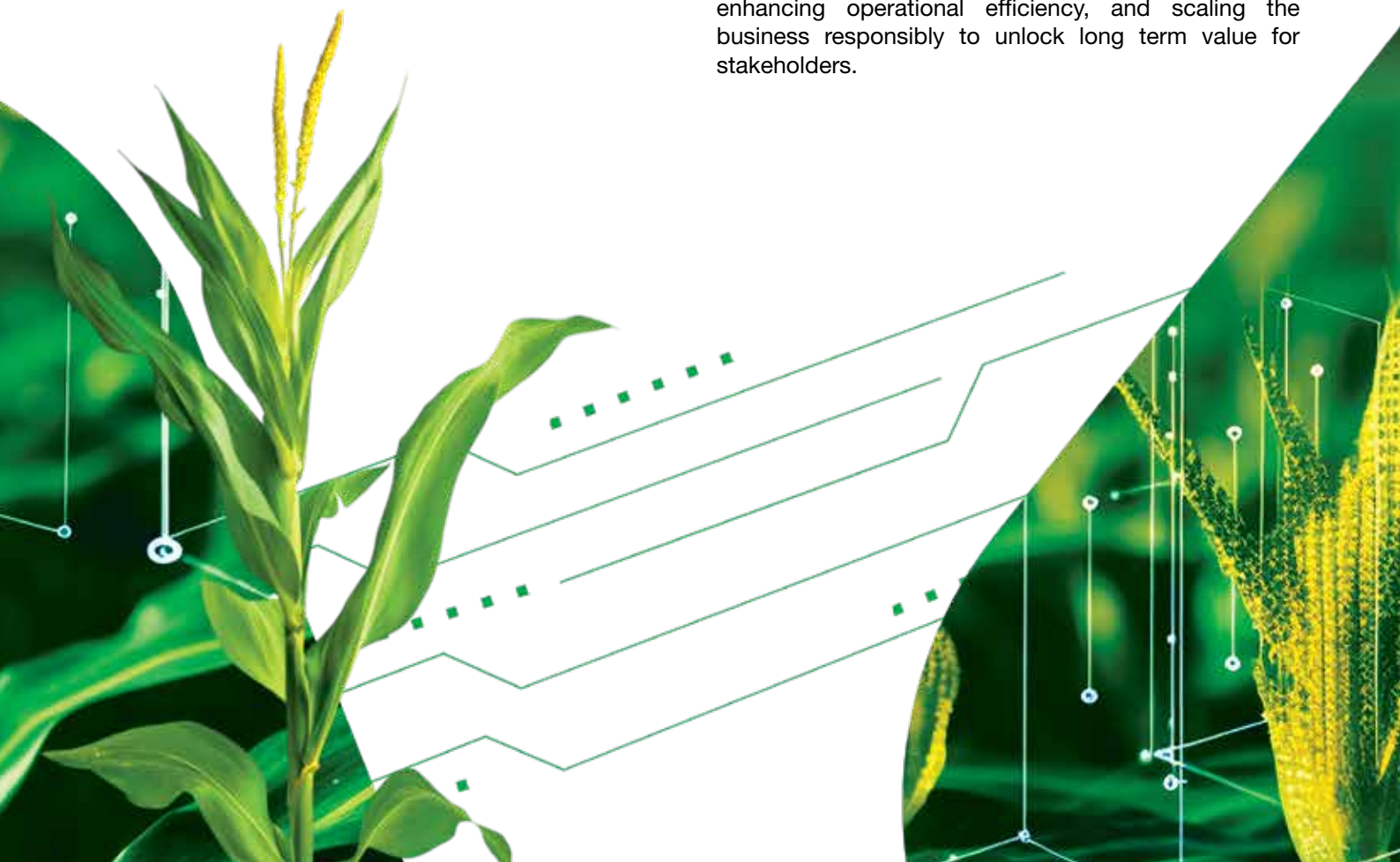
The Group's principal business is the operation of its Corn Processing Plant in the Lolak District of Bolaang Mongondow Regency, North Sulawesi Province, Indonesia. This facility supports Indonesia's commercial feed industry by supplying a consistent stream of quality dried corn. With an annual production capacity of approximately 70,000 metric tons, the plant is designed to meet large scale demand efficiently and strengthen the reliability of the regional agricultural supply chain.

The facility incorporates advanced grain processing technologies, including Bühler Switzerland's pre-post cleaning systems, continuous drying system, which enhance product consistency and operational efficiency. Its sustainability focused design features a Biomass Furnace that can utilise 100% agriculture by products such as rice husks and corn cobs, agriculture and wood waste, reducing carbon emissions and improving energy efficiency. An Indirect Heating Furnace supplied by High Beam Engineering Co. Thailand further ensures uniform heat production and optimal product quality.

A significant milestone was achieved in May 2024 with the commencement of operations at the Corn Drying Plant, followed by its official inauguration in July 2024 by the Vice Governor of North Sulawesi. Since then, the facility has continued to mature operationally, with improvements in sourcing coordination, logistics, and plant level efficiency contributing to stronger throughput and better cost absorption.

To support sustainable agriculture and strengthen supply reliability, PT Advanced Agri Indonesia ("PTAAI") launched the Farmer Engagement Program ("FEP"). The initiative provides local farmers with training in modern cultivation techniques, soil and water management, high quality input selection, and good agricultural practices. Delivered in collaboration with local authorities and IPB University (Bogor Institute of Agriculture), the program aims to enhance farmer livelihoods, improve crop yields, and contribute to Indonesia's broader social and food security objectives.

As the Group progresses toward its next phase of growth, its focus remains on improving utilisation, enhancing operational efficiency, and scaling the business responsibly to unlock long term value for stakeholders.



GLOBAL PRESENCE

(as at 31 December 2025)

SINGAPORE

Advanced Holdings Ltd
Advanced Agri Pte Ltd
**Advanced Agri Trading and
Services Pte Ltd**
**Advanced Engineering
Holdings Pte Ltd**

21 Bukit Batok Crescent,
#08-80 WCEGA Tower,
Singapore 658065
Tel : +65 6320 0102
Fax : +65 6320 0103

Agricore Global Pte Ltd


9 Raffles Place #26-01,
Republic Plaza Tower 1,
Singapore 048619

INDONESIA

PT Advanced Agri Indonesia

Rukan Puri Mutiara Blok BC No.10 & 11,
Kel. Sunter Agung, Kec. Tanjung Priok,
Jakarta Utara, DKI Jakarta 14350
Indonesia
Tel : +62 2129461411

MANAGING DIRECTOR'S MESSAGE TO SHAREHOLDERS



FY2025 represents an important step in positioning Advanced for long-term value creation. While challenges remain, we are confident that the structural refinements undertaken across operations, governance and capital management have strengthened our ability to navigate the next stage responsibly.

Dear Shareholders,

On behalf of the Board of Directors, I am pleased to present the Annual Report of Advanced Holdings Ltd (“**Advanced**” or the “**Company**”, and together with its subsidiaries, the “**Group**”) for the financial year ended 31 December 2025 (“**FY2025**”).

FY2025 was a year of disciplined execution as we continued crafting the next chapter of Advanced. Amid macroeconomic uncertainty and currency volatility, our priorities were clear: strengthen our operational base, sharpen strategic focus, and build the capability required to scale sustainably.

This was the first full financial year in which our Agri-Processing operations contributed meaningfully to Group revenue. Revenue rose 50% year-on-year to \$6.3 million, reflecting improved commercial discipline at our corn drying facility in Sulawesi, Indonesia. Our gross loss narrowed significantly and approached break-even levels.

FY2025 nevertheless remained a stabilisation year. The Group recorded a net loss of \$4.7 million compared with

\$3.6 million in the financial year ended 31 December 2024 (“**FY2024**”). The increase was driven primarily by foreign exchange volatility, impairment loss on the property, plant and equipment (“**PPE**”) resulted from updated utilisation assumptions, and the fixed cost base associated with scaling operations. Administrative expenses declined by 11% year-on-year, demonstrating continued cost discipline even as the business scaled.

Operating in Indonesia exposes the Group to inherent currency fluctuations, which had a material impact on reported results. During the year, we strengthened treasury oversight and risk management processes to mitigate volatility where practicable. Impairment loss on PPE was undertaken to align asset values with realistic operating expectations during this ramp-up phase.

Operationally, the Agri-Processing segment continued to mature. We deepened relationships across our sourcing and customer network, refined procurement coordination, and improved logistics and plant-level efficiency. Although utilisation remains below optimal capacity, the operational progress achieved in FY2025 has strengthened the foundation for incremental improvements in throughput and margin.

MANAGING DIRECTOR'S MESSAGE TO SHAREHOLDERS



We also advanced efforts to streamline the Group's portfolio and concentrate resources on scalable growth opportunities. The disposal of Advanced CAE Saudi Arabia Company Limited ("CAEKSA") reflects our commitment to focusing management attention and capital on businesses aligned with our long-term strategy. The disposal was completed on 6 March 2026.

Strengthening governance and execution capability was another priority. We welcomed a new Independent Director and Audit Committee Chair, reinforcing financial oversight and governance standards. In September 2025, the appointment of a Group Chief Operating Officer enhanced operational leadership and accountability across the organisation, marking our transition toward a more structured operating environment.

During the year, the Group's shareholder base evolved with the addition of a new agriculture-focused institutional shareholder. We view this as affirmation of our strategic direction and our ambition to build a sustainable agri-processing business. We remain committed to transparent engagement with all shareholders and disciplined stewardship of capital.

The Group continues to adopt a prudent approach to capital allocation. Cash and bank balances stood at \$23.5 million as at 31 December 2025. We reduced bank borrowings and repaid certain third-party loans during the year, strengthening the balance sheet and simplifying our funding structure. Investment activities remain carefully staged. Our loan arrangement amounting to S\$500,000 to support Stage 2 feasibility work for potential downstream initiatives reflects measured progression rather than premature capital deployment.

While sustainable profitability will require further scale and improved utilisation, FY2025 reinforced key fundamentals: revenue traction is improving, cost discipline is evident, governance has been strengthened, and organisational accountability is clearer. These developments provide the structural basis for the next phase of growth.

Looking ahead to the next financial year, our priorities are to improve plant utilisation and efficiency, strengthen origination and supply chain reliability, maintain strict cost discipline, advance feasibility initiatives through milestone-based evaluation, and continue enhancing treasury management and risk controls.

The journey toward operating leverage requires patience and disciplined execution. The progress achieved in FY2025 represents an important step in positioning Advanced for long-term value creation. While challenges remain, we are confident that the structural refinements undertaken across operations, governance and capital management have strengthened our ability to navigate the next stage responsibly.

On behalf of the Board and management, I thank our employees, partners and shareholders for their continued support as we craft the next chapter of Advanced.

Yours Sincerely,
Dr Wong Kar King
Managing Director

FINANCIAL & OPERATIONAL REVIEW

Income Statement

Continuing operations

FY2025 marked the first full year of commercial operations for the Group's corn drying facility in Sulawesi, operated by its Indonesian subsidiary, PTAAI. As a result, revenue increased significantly to \$6.3 million in FY2025, an increase of \$2.1 million (50%) from \$4.2 million in FY2024. The increase demonstrates the transition from start-up phase (only eight months of production following commencement in May 2024) to a full operating cycle (full year of production).

While revenue growth was encouraging, the Group recorded a gross loss of approximately \$35,000 for FY2025. Production volumes during the year remained below optimal capacity and were insufficient to fully absorb fixed costs such as labour and depreciation on PPE.

Operational throughput was constrained by a limited supply of wet corn. In the final two months of FY2024, farmers in the vicinity of PTAAI shifted to alternative crops, reducing wet corns availability across the region in FY2025. In addition, during the first half of the year, certain finished goods were damaged due to extended storage at the port depot and were subsequently sold at discounted prices, impacting margins.

Notwithstanding these challenges, operating performance improved progressively over the course of the year. In the second half of FY2025, PTAAI recorded a gross profit of \$156,000, representing a 5% gross margin, reflecting improved supply stability, better cost absorption and tighter inventory management.

Other operating income decreased by \$0.3 million, from \$0.8 million in FY2024 to \$0.5 million in FY2025, primarily due to lower interest income from fixed deposits resulted from reduction in funds placed and lower prevailing interest rates during the year.

The Group continued to exercise cost discipline. Administrative expenses decreased by \$0.4 million (11%), from \$3.5 million in FY2024 to \$3.1 million in FY2025, mainly due to lower legal and professional fees and reduced travelling expenses.

Other losses increased to \$1.7 million in FY2025, compared to \$0.1 million in FY2024. The increase was largely attributable to non-operational factors:

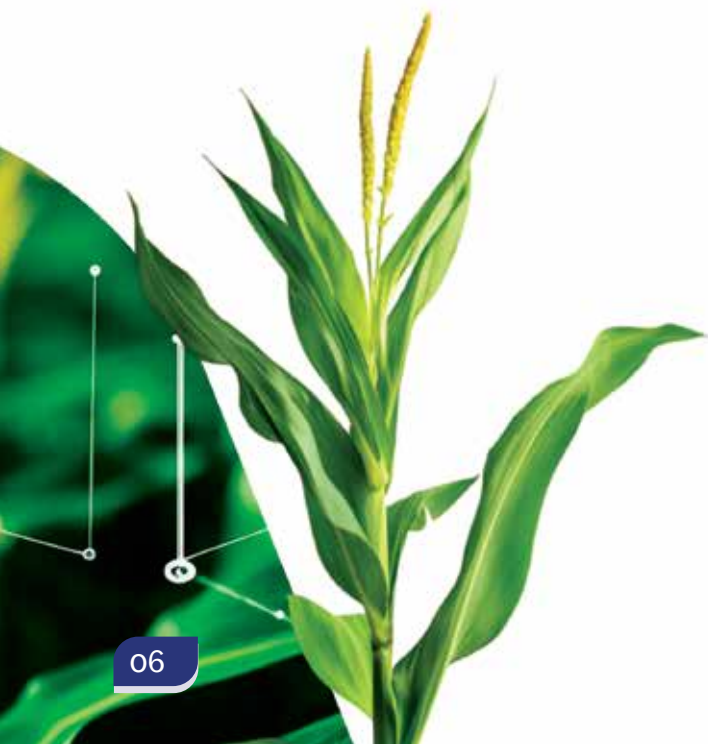
- foreign exchange losses of \$1.1 million (FY2024: \$0.1 million), arising from the depreciation of the Indonesian Rupiah (“IDR”) against the Singapore dollar (“SGD”), resulting in unrealised exchange losses on SGD-denominated intercompany loans, as well as the depreciation of the United States dollar (“USD”), which led to revaluation losses on USD-denominated cash balances; and
- an impairment loss of \$0.5 million (FY2024: Nil) recognised on PPE in Indonesia, following a reassessment of recoverable amounts.

Finance costs decreased by \$0.1 million (23%) to \$0.3 million in FY2025, following the full repayment of bank borrowings during FY2025 and a reduction in borrowings from non-controlling interests, strengthening the Group's balance sheet and reducing leverage.

The Group recorded a deferred tax credit of \$9,000 in FY2025. In contrast, FY2024 included a net income tax expense of \$213,000, largely due to additional prior years withholding taxes of \$273,000 incurred by the Group's former subsidiary, CAEKSA, partially offset by a deferred tax credit recognised by PTAAI.

Overall, the Group recorded a loss from continuing operations of \$4.7 million in FY2025, compared to \$3.6 million in FY2024. The year-on-year increase was primarily driven by foreign exchange volatility and impairment loss on PPE, rather than core operating deterioration. Operationally, the business demonstrated improved stability and momentum in the second half of FY2025.

Geographically, revenue from continuing operations continued to be derived primarily from customers located in Indonesia, reflecting the Group's focused market presence.



FINANCIAL & OPERATIONAL REVIEW

Discontinued Operation

In FY2024, the Group recorded a loss from discontinued operation of \$0.4 million, relating to businesses previously operated by CAEKSA. There were no discontinued operations in FY2025 and the Group is fully focused on its Indonesian agri-commodity operations.

Statement of Financial Position

The Group maintained a resilient financial position as at 31 December 2025, underpinned by net working capital of \$23.5 million (31 December 2024: \$28.5 million), providing a solid liquidity buffer to support ongoing operations and future growth initiatives.

Total assets stood at \$31.8 million as at 31 December 2025, compared to \$38.3 million as at 31 December 2024. Current assets amounted to \$24.8 million (31 December 2024: \$29.7 million), representing 78% of total assets, while non-current assets totalled \$7.0 million (31 December 2024: \$8.6 million), representing 22% of total assets.

The decrease in current assets of \$4.9 million was primarily driven by disciplined capital management and operational monetisation of inventories. Cash and cash equivalents decreased by \$3.6 million, reflecting loan repayments and strategic funding activities during the year. Inventories declined by \$1.1 million as finished goods produced in FY2024 were successfully sold during FY2025 by PTAAI. Trade receivables also reduced by \$0.5 million, reflecting improved collection efforts and efficient working capital management. These reductions were partially offset by a \$0.3 million increase in other receivables, arising from a \$0.5 million short-term loan extended to non-controlling interests to fund a feasibility study for a potential corn starch and wheat milling investment in Surabaya, Indonesia — a strategic initiative that may enhance downstream integration and long-term value creation.

Non-current assets decreased by \$1.6 million, largely attributable to non-cash accounting adjustments rather than operational contraction. Foreign exchange translation differences arising from the depreciation of the IDR against the SGD reduced the carrying value of PTAAI's non-current assets by approximately \$0.7 million. In addition, depreciation of PPE and right-of-use (“ROU”) assets amounted to \$0.5 million, and an impairment loss of \$0.5 million was recognised on PPE following a reassessment of recoverable amounts. These were partially offset by capital expenditure of \$0.1 million, reflecting continued investment in maintaining operational capabilities.

Total liabilities decreased by \$2.7 million to \$6.0 million as at 31 December 2025, strengthening the Group's balance sheet. Current liabilities remained stable at \$1.3 million, as the final repayment of bank borrowings of \$0.7 million was largely offset by the reclassification of \$0.5 million borrowings to current liabilities and an increase in accruals of \$0.3 million.

Non-current liabilities decreased from \$7.4 million as at 31 December 2024 to \$4.7 million as at 31 December 2025, mainly due to proactive debt reduction. Net repayments of borrowings from non-controlling interests and a third party amounted to \$1.7 million, alongside reclassification of \$0.5 million to current liabilities and present value adjustments of \$0.5 million. Foreign exchange differences further reduced loan balances by \$0.1 million. These reductions were partially offset by interest charges of \$0.2 million recognised during the year.

Statement of Cash Flows

Cash and cash equivalents stood at \$23.5 million as at 31 December 2025, compared to \$27.1 million as at 31 December 2024, after accounting for foreign exchange movements of \$0.2 million.

Notably, net cash used in operating activities amounted to \$0.3 million in FY2025, compared to \$5.2 million in FY2024. The improvement reflects tighter working capital management and operational stabilisation, including a \$1.2 million reduction in inventories and collections of \$0.5 million in trade receivables. Interest received during FY2025 amounted to \$0.6 million, further supporting operating cash flows.

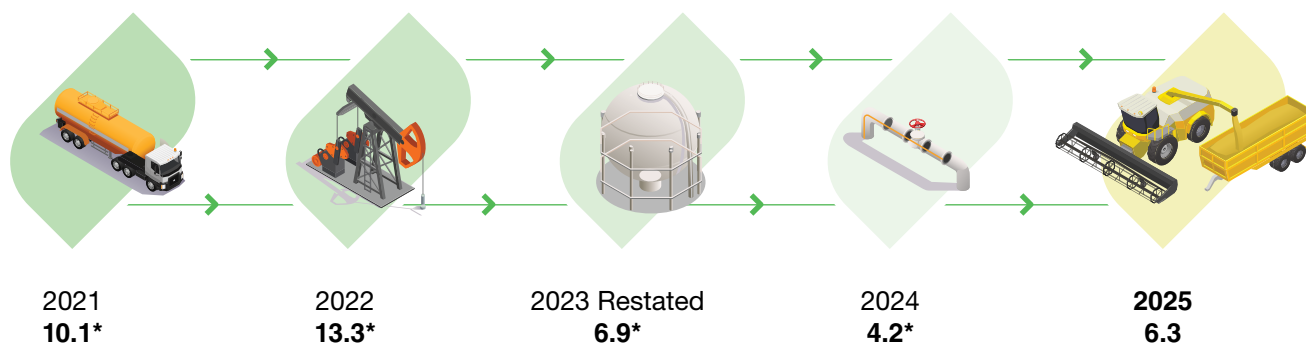
Net cash used in investing activities amounted to \$0.1 million, compared to \$0.8 million in FY2024, mainly relating to purchases of PPE and additions to ROU assets. This reflects a measured approach to capital expenditure while operations continue to scale.

Net cash used in financing activities amounted to \$3.0 million, compared to net cash generated of \$2.3 million in FY2024. The outflow was principally attributable to the net repayments of borrowings from non-controlling interests and third parties of \$1.7 million, repayment of bank borrowings of \$0.7 million, and a \$0.5 million short term loan extended to non-controlling interests in connection with the feasibility study for potential downstream expansion.

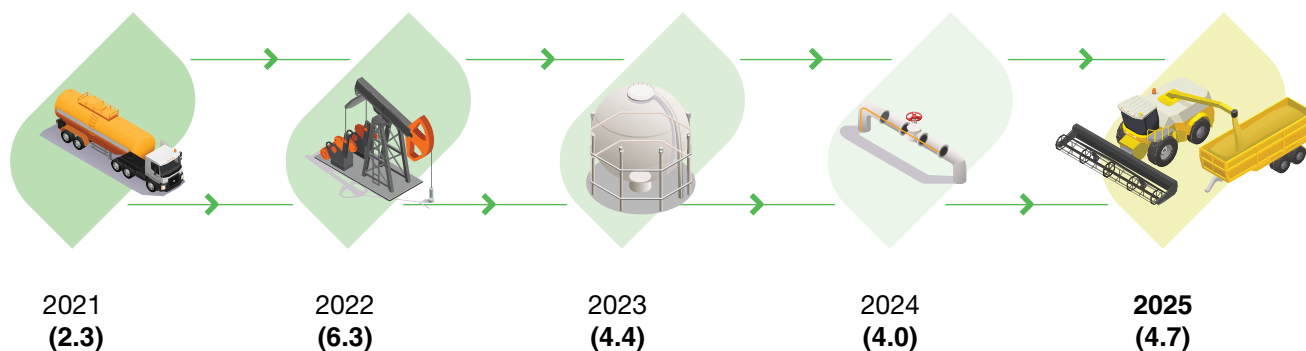
FINANCIAL HIGHLIGHTS

	2021	2022	2023 Restated	2024	2025
Revenue (S\$'000)	10,146*	13,274*	6,917*	4,184*	6,284
Loss after tax (S\$'000)	(2,335)	(6,261)	(4,443)	(3,982)	(4,650)
Shareholders' equity attributed to owners of Company (S\$'000)	43,908	36,791	33,282	30,349	27,225
Cash and bank balances (S\$'000)	19,245	23,067	30,954	27,086	23,479
Loss per share "EPS" (cents)	(4.06)#	(1.63)#	(3.59)#	(2.48)#	(3.16)
Net asset value attributed to owners of Company per share "NAV" (cents)	43.36	36.33	32.87	29.97	26.88
Current ratio (times)	2.03	12.57	6.71	23.11	19.32

REVENUE (S\$M)



LOSS AFTER TAX (S\$M)

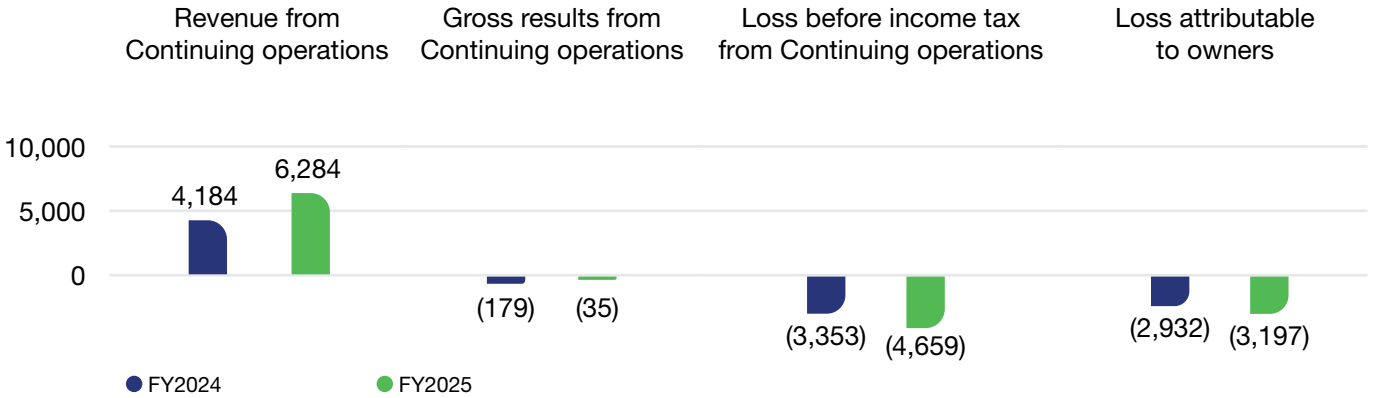


* Revenue from the Group's Continuing operations

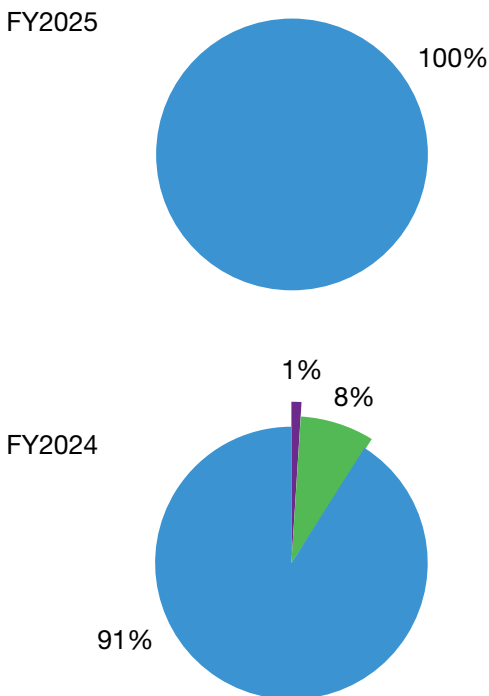
EPS from the Group's Continuing operations

FINANCIAL HIGHLIGHTS

TWO YEARS COMPARISON (S\$'000)

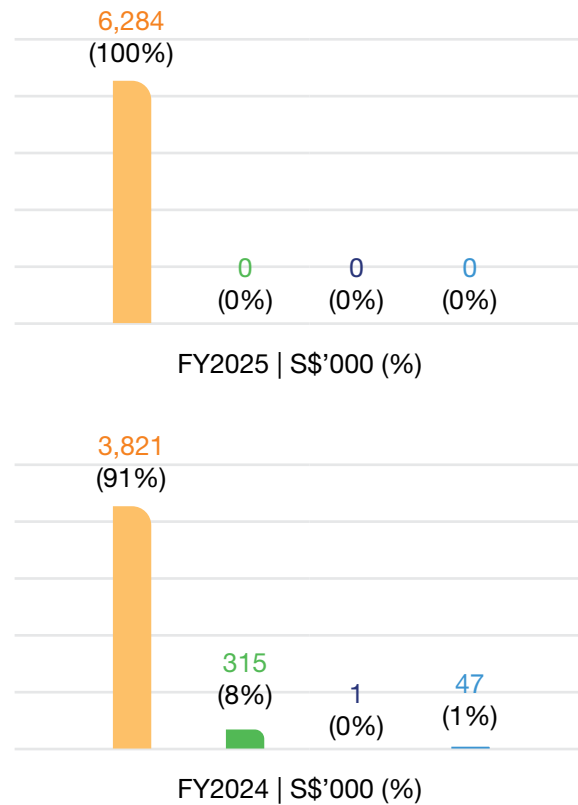


REVENUE FROM CONTINUING OPERATIONS BY PERCENTAGE (%) OF REVENUE



● Petrochemicals and Chemicals ● Agriculture
● Oil and Gas ● Others

REVENUE FROM CONTINUING OPERATIONS BY GEOGRAPHICAL MARKET (S\$'000) AND PERCENTAGE (%) OF REVENUE



● Indonesia ● Singapore ● China
● Other Asian countries

BOARD OF DIRECTORS



DR WONG KAR KING
Managing Director

Dr Wong is the founder and Managing Director of the Group and was appointed to the Board on 19 February 2004. His key responsibilities include the overall management and operations of the business, in addition to formulating business strategies poised at spearheading the Group's growth forward. Dr Wong has 40 years of experience in technical sales and marketing. He also spent three years in the field of research and development. Prior to establishing the Group in 1992, Dr Wong worked in Rotork PLC (in England) and subsequently Rotork Asia (in Singapore) from 1987 to 1992.

Dr Wong graduated from The Queen's University of Belfast, United Kingdom with a Bachelor Degree in Engineering (First Class Honours) and a Doctorate in Engineering. He was conferred the Outstanding Entrepreneur Award at the Asia Pacific Entrepreneurship Awards 2013 organised by Enterprise Asia and was later crowned the EY Entrepreneur of the Year 2014 led by Ernst & Young in Singapore.

Dr Wong will be retiring from his position as Managing Director of the Company at the conclusion of the Annual General Meeting on 27 April 2026.



BG (RET) LIM YEOW BENG
Independent and Non-Executive Chairman

BG (RET) Lim was appointed as an Independent Director of the Board on 14 August 2019. He has more than 30 years of experience in the logistics and engineering industry, having served in various leadership roles in the ST Logistics Group of Companies, the Singapore Mainboard Listed Sembcorp Logistics as well as various directorships of more than 25 commercial companies spanning across North America, Europe, Middle East, South Asia, PRC and other Asia Pacific countries.

Prior to joining the private sector, BG (RET) Lim was a Brigadier General (Retired) who held various command and staff appointments in his career with the Singapore Armed Forces. His pinnacle military appointment was the Head of Air Engineering and Logistics, being responsible for the total integrated logistics and engineering operations for the Republic of Singapore Air Force (RSAF).

A graduate of the National University of Singapore, BG (RET) Lim holds a Bachelor of Engineering Degree in Mechanical Engineering (Hons) and Master of Science in Industrial Engineering. He has attended an Executive Development Program by IMD, Switzerland. BG (RET) Lim received the Senior Directorship Accreditation award from the Singapore Institute of Directors on 16 January 2024.

BOARD OF DIRECTORS



MS TAY BEE GEK DORRIZ
Executive Director

Ms Dorriz is our Group Chief Financial Officer who joined our Group on 21 March 2022 and was appointed as an Executive Director of the Board on 30 November 2022. She has more than 30 years of broad-based financial management experience in various local and global multinational companies. She is responsible for all financial and management reporting, treasury, taxation, regulatory compliance and corporate matters of our Group and oversees the human resource and information technology functions of our Group.

Prior to joining our Group, Dorriz was a Director of the business advisory division of Incorp Global Pte Ltd and held several senior finance positions including Chief Financial Officer and Group Financial Controller in OneApex Limited (formerly known as Chews Group Limited), Woleco Hotel Supplies Pte Ltd and Sei Wool Polymer Pte Ltd. She was also a Manager, Business Consulting and Business Development with Stone Forest Consulting Pte Ltd and a Financial Analyst Manager with Citibank NA.

A graduate of the Nanyang Technological University, Dorriz holds a Bachelor of Accountancy. She has also completed the Chartered Appraiser and Valuer (CVA) Programme conducted by the Nanyang Technological University and holds a Diploma in Investment from The Institute of Banking and Finance. Dorriz is a member of the Institute of Singapore Chartered Accountants since 2000 and a CVA Chartered Holder since 2021. Dorriz received the Senior Directorship Accreditation award from the Singapore Institute of Directors on 18 June 2025.



MR DANNY LIEN CHONG TUAN
Independent Director

Mr Danny was appointed as an Independent Director of the Board on 29 April 2024. He is currently the CEO of Genesis Solutions Pte Ltd, a marine and offshore supply chain start up. He has over 35 years experience in the marine industry. He was the Founder/Managing Director of Amos International (S) Pte Ltd. He became a Non Executive Director on the SGX listed AMOS Group Ltd after Amos International (S) Pte Ltd was acquired by a company listed on the SGX.

Danny has vast experience in both upstream and downstream global supply chain, particularly in the maritime industry. His years as an entrepreneur in the industry has allowed him to hone his skills at sales and marketing, global & regional procurement, inventory and warehouse management as well as last mile logistics. Danny has also built an impressive network of global contacts to ensure his global supply chain remains robust.

He holds a Master's in Business Administration from the University of Chicago's Booth School of Business and completed the Owner President Management Program from Harvard Business School in 2016.

BOARD OF DIRECTORS



MS GIAM BAN IAN GISELIA
Independent Director

Ms Giselia was appointed as an Independent Director of the Board on 24 June 2025. She is the Senior Vice President, Administration and Chief Financial Officer at the Singapore University of Technology and Design (“SUTD”). In this role, Giselia oversees the University’s financial and general administrative functions, including finance, procurement, campus infrastructure and facilities, information technology, enterprise risk management, investment, legal affairs, and business excellence.

With over 30 years of experience in corporate finance and general management in both private and public sectors, Giselia began her professional career at Ernst & Young. Early in her career, she served as the Country General Manager of a single source office solution startup and the Chief Operating Officer of a Singapore Exchange-listed private education provider before transitioning to the education sector. She played a pivotal role in setting up the Duke-NUS Graduate Medical School as Vice Dean, Corporate Services prior to joining SUTD.

Giselia holds a Bachelor of Accountancy from National University of Singapore and a Master in Business Administration from Eastern Michigan University, USA. She is a Fellow Chartered Accountant of Singapore with the Institute of Singapore Chartered Accountants and a certified Enterprise Risk Manager. Additionally, she has obtained a Professional Certification in Sustainability from the Institute of Singapore Chartered Accountants.



MR FREDERIK CHRISTOPH GROTH
Independent Director

Mr Frederik Christoph Groth was appointed as an Independent Director of the Board on 2 April 2026.

Frederik has approximately 30 years of experience in the global commodity trading and logistics industry. He has extensive experience in building and leading multinational teams, developing international growth strategies and managing large-scale trading operations across multiple regions.

Frederik previously served as Managing Director and Chief Executive Officer of Aditya Birla Global Trading in Dubai, where he led the overall strategy and operations of the business, overseeing multiple global trading portfolios including coal, fertiliser, sulphur, grains and oilseeds, rice, beans and pulses, petroleum and tea. He managed an international team of approximately 450 employees operating across 24 offices worldwide. Prior to this, he held senior leadership roles including Managing Director, Asia Pacific (excluding China) at COFCO International and Chief Executive Officer of Agricultural Services Asia Pacific at ADM (Archer Daniels Midland). Earlier in his career, he held various management and trading roles with Toepfer International in Singapore, Paris and Hamburg.

Frederik attended executive leadership programmes at IMD Lausanne, Harvard Business School and INSEAD. He also completed his studies in foreign trade at the Foreign Trade Academy in Germany in 1997.

BOARD OF DIRECTORS



MR ANG MENG HAI MARKUS DAVID
Non-Executive Director

Mr Markus was appointed as a Non-Executive Director of the Board on 29 April 2024. He currently runs a consultancy company, advising mainly high net worth families and business owners with exposure to family office investments (financial investments), oil and gas, minerals and mining, agriculture and real estate. He is familiar with business environments in the region, the United Arab Emirates and countries in the Commonwealth Independent States.

Markus started his career with the Economic Development Board of Singapore (“EDB”) after he obtained his degree in Electrical Engineering under the EDB scholarship Programme. During his tenure in EDB, he focused on attracting investments into Singapore and worked on key initiatives to develop and grow the electronics and precision engineering sector. After EDB, he became a partner with a Swiss based private equity firm focused on growth companies. His main areas of focus were mergers and acquisitions and corporate restructuring of companies and also taken on operative responsibilities in regional portfolio companies during the restructuring process. He managed various businesses in Singapore, Vietnam and Indonesia. Markus participated in multiple merger and acquisition transactions and played a pivotal role in establishing greenfield operations in these regions.

Markus had held the position of Chairman on the Board of Directors for the regional holdings of a prominent multi-national oil and gas company, overseeing entities with a substantial paid-up capital exceeding USD 4.9 billion.

Markus graduated from RWTH Aachen University in North Rhine-Westphalia, in 2004, with a Masters in Electrical and Electronic Engineering.



MR PANG GERALD
Proposed Executive Director and Chief Executive Officer

Mr Gerald Pang was appointed Chief Executive Officer - Designate on 27 March 2026 and is proposed to be appointed as an Executive Director and Chief Executive Officer of the Company at the forthcoming Annual General Meeting to be held on 27 April 2026. He brings over 19 years of leadership experience across the energy, commodities and agriculture sectors within the Asian region.

Gerald has extensive experience in corporate strategy, complex transaction origination and platform development within the agriculture, energy and sustainable infrastructure sectors. Over the course of his career, he has led numerous cross-border transactions and established strategic partnerships with State-Owned Enterprises, national utilities and multinational corporations across Asia. His expertise spans the full investment lifecycle, including capital raising, structured project financing, business transformation and value realisation.

Gerald has more than a decade of experience in board and senior leadership roles across various organisations. He currently serves as a Non-Executive Director of Southbay Group Pte Ltd and Camaraderie Pte Ltd. Throughout his career, he has held multiple directorship and strategic leadership positions, contributing to corporate strategy, governance oversight and long-term value creation across diverse sectors.

Gerald holds a Bachelor of Accountancy from Nanyang Business School, Nanyang Technological University.

KEY MANAGEMENT



MR ANG MENG KUAN, TOBIAS Group Chief Operating Officer

Mr Tobias Ang was appointed as the Group Chief Operating Officer on 22 September 2025. He brings with him over 15 years of experience across the public and private sectors, spanning energy and chemicals, logistics, agri-commodities, forestry, property, and digital/health technologies.

Prior to joining the Company, Tobias was a Director of GITC International, an integrated agri-commodities group with annual turnover exceeding US\$700 million and a fleet of five tankers.

Tobias received a scholarship and began his career with the EDB where he led the logistics division investment-promotion team and the European desk. In this role, he managed project portfolios exceeding US\$1 billion in Germany and the Netherlands, structured incentive packages, and drove industry-development initiatives in the energy, chemicals, and logistics sectors. After EDB, he joined Mann+Hummel

where he spearheaded market entry and business unit buildout for Intelligent Air Solutions, launched pilots in China and Singapore and established operations in India. Tobias went on to serve as Chief Executive Officer of two health-tech startups, where he oversaw the full cycle from product concept to commercial launch, implemented ISO-compliant systems, secured clinical research partnerships, and built service delivery and sales operations. Thereafter, Tobias led strategy and business development at Terra World Ventures for a 120,000-hectare forestry concession, where he also evaluated downstream integration and carbon project opportunities.

Tobias holds a Master's in Electrical Engineering from RWTH Aachen University (Germany) and pursued a Master's in Management & Economics of Innovation at Chalmers University of Technology (Sweden).

KEY MANAGEMENT



MR NELSON HERIJANTO
Director of Business Operations
PT Advanced Agri Indonesia

Mr Nelson joined our Group as the Director, Business Operations PTAAI, on 29 June 2021. He oversees the daily operations of PTAAI and is involved in the planning, formulation, and implementation of PTAAI's business strategies, including regulatory compliance, corporate matters, and human resource functions.

Prior to joining our Group, Nelson started his career in 2012 as a business development executive for an agriculture company based in the Sulawesi island region, Indonesia where he was actively involved in plantation estate operation, management, and cultivation. He also held several operation management positions including Senior Operations Manager of PT. Golden Land Gemilang (a subsidiary of a Malaysian Stock Exchange listed company, Golden Land Bhd) that operates a palm oil plantation of more than 8,000 hectares in Indonesia.

Nelson graduated with a Bachelor of Science Degree in Business Administration from University of San Francisco, California, U.S.A in 2012.



MR MICHAEL KURNIAWAN
Head of Procurement and Sales
PT Advanced Agri Indonesia

Mr Michael joined the Group in July 2022 as the Head of Procurement and Sales in PTAAI. In this role, he is responsible for overseeing the supply chain operations of the Group's Corn Drying Facility, including the sourcing of raw materials and the distribution of finished goods across Indonesia.

Bringing a wealth of experience in entrepreneurship, finance, and operations, Michael provides a strategic perspective to his role. He began his career as a Research and Development Staff at a Commodity Food and Beverage & Derivatives Exchange before co-founding a business. He later progressed to managerial positions in a garment company and a digital insurance firm, where he was responsible for finance and operations, respectively.

Michael graduated with a Bachelor of Science in Finance from University of San Francisco, California, U.S.A in 2012.

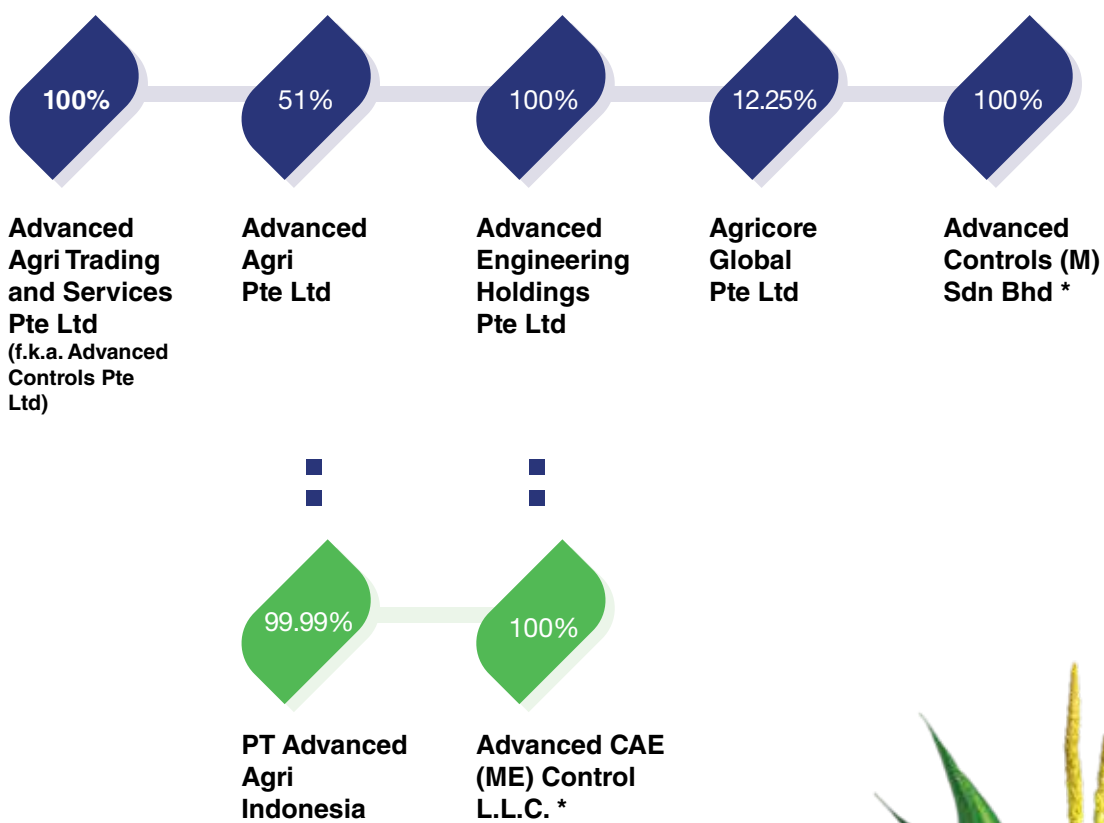
GROUP STRUCTURE

(as at 31 December 2025)



advanced

Empowering. Sustainable. Future-Driven.



* Voluntary liquidation in progress.



STATEMENT OF CORPORATE GOVERNANCE

The Board of Directors of Advanced Holdings Ltd. (the “**Company**”) is committed to ensuring that high standards of corporate governance and transparency are practised for the protection of the interests of Shareholders. This statement sets out the Company’s corporate governance processes with specific reference to the Code of Corporate Governance 2018 (the “**Code**”). The Company has complied with the principles of the Code but in areas where the Company deviates from the provisions of the Code, the rationale is provided.

BOARD MATTERS

The Board’s Conduct of Affairs

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

The Board is responsible for protecting and enhancing long-term shareholders’ value. It provides directions and guidance to the overall management of the Group and holds Management accountable for performance. It puts in place a code of conduct and ethics, sets appropriate tone-from-the-top and desired organisational culture, and ensures proper accountability within the Group. The Board comprises an Independent Chairman, two Executive Directors, one Non-Executive Director and three Independent Directors. The experience and competence of each Director contributes to the overall effective management of the Group. Each Director is a fiduciary who acts objectively in the best interests of the Company.

The primary role of the Board includes the following:

- setting and approving policies and strategies of the Group;
- establishing a framework of prudent and effective controls which enables risks to be assessed and managed;
- reviewing management performance;
- reviewing the remuneration packages of the board members and key management personnel;
- reviewing and approving the financial performance of the Group including its periodic and full year financial results announcements;
- reviewing the adequacy of the Company’s internal controls and the financial information reporting system;
- approving the nomination of Directors and appointments to the Board Committees;
- authorising major transactions such as fund-raising exercises and material acquisitions;
- setting the Company’s values and standards (including ethical standards), and ensuring that obligations to Shareholders and other stakeholders are understood and met;
- considering sustainability issues, e.g. environmental and social factors, as part of its strategic formulation; and
- assuming responsibility for corporate governance of the Group.

STATEMENT OF CORPORATE GOVERNANCE

The Board has overall responsibility for putting in place a framework of good corporate governance in the Group, including the processes for financial reporting and compliance. All Board members bring their independent judgment, diversified knowledge and experience to bear on issues of strategy, performance, resources and standards of conduct.

Directors facing conflicts of interest recuse themselves from discussions and decisions involving the issues of conflict. The Constitution of the Company provides that at a meeting of the Directors, a Director shall not vote in respect of any contract or proposed contract or arrangement or any other proposal whatsoever in which he has any personal material interest, directly or indirectly, and that such Director shall not be counted in the quorum at a meeting in relation to any resolution on which he is debarred from voting. In the event that a Director is interested in any transaction of the Group, he informs the Board accordingly and abstains from making any recommendation or decision with regard to the transaction.

To facilitate effective management, certain roles have been delegated to various Board members by the establishment of Board Committees, namely the Audit Committee (“**AC**”), the Nominating Committee (“**NC**”) and the Remuneration Committee (“**RC**”), which have been constituted with clearly defined terms of reference. Matters which are delegated to these Board Committees for more detailed appraisals are reported to and monitored by the Board. The effectiveness of each Board Committee is also closely monitored. The Board accepts that while these Board Committees have the authority to examine particular issues and will report back to the Board with their decision and/or recommendations, the ultimate responsibility on all matters lies with the entire Board.

The Company’s Directors and their membership on Board Committees (if any) as at the date of this Annual Report are as follows:

Name of Director	Board Membership	AC	NC	RC
BG (RET) Lim Yeow Beng	Independent Non-Executive Chairman	Member	Chairman	Member
Dr Wong Kar King	Managing Director	–	–	–
Ms Tay Bee Gek Dorriz	Executive Director	–	–	–
Mr Danny Lien Chong Tuan	Independent Director	Member	Member	Chairman
Ms Giam Ban Ian Giselia ⁽¹⁾	Independent Director	Chairman	Member	Member
Mr Frederik Christoph Groth ⁽²⁾	Independent Director	Member	Member	Member
Mr Ang Meng Hai Markus David	Non-Executive Director	–	Member ⁽³⁾	Member

Notes:

- (1) Ms Giam Ban Ian Giselia was appointed as a Director of the Company with effect from 24 June 2025.
- (2) Mr Frederik Christoph Groth was appointed as a Director of the Company with effect from 2 April 2026.
- (3) Mr Ang Meng Hai Markus David was appointed as member of NC with effect from 2 April 2026.

The Board meets at least two times a year. Regular meetings are scheduled at least one month before the meetings are held. Ad-hoc meetings are called when there are matters requiring the Board’s consideration and decision in between the scheduled meetings. In addition to holding meetings, important matters concerning the Group are also put to the Board for its decision by way of written resolutions.

STATEMENT OF CORPORATE GOVERNANCE

Matters which require the Board's approval include the following:

- review of the performance of the Group and approval of the result announcements of the Group released via the SGXNET;
- approval of the corporate strategy and direction of the Group;
- approval of transactions involving a conflict of interest for a substantial shareholder or a Director and interested person transactions;
- material acquisitions and disposals;
- corporate and financial restructuring;
- declaration of dividends and other returns to Shareholders; and
- appointments of new Directors and senior management.

A formal document setting out the guidelines and matters (including the matters set out above) which are to be reserved for the Board's decision has been adopted by the Board.

The Directors inform the Company, from time to time, of their individual directorships in other companies outside the Group. Directors with multiple board representations ensure that sufficient time and attention are given to the affairs of the Group.

The Constitution of the Company allows the Directors to participate in a Board meeting by telephone conference or by means of similar communication equipment whereby all persons participating in the meeting are able to hear each other, without a Director being in the physical presence of another Director or Directors in which event such Director shall be deemed to be present at the meeting.

The details of the number of meetings held in the financial year ended 31 December 2025 ("FY2025") as well as the attendance of each Board member at those meetings are as follows:

Name of Director	Board	AC	NC	RC
Number of meetings held	4	3	1	1
Number of meetings attended:				
BG (RET) Lim Yeow Beng	4	3	1	1
Dr Wong Kar King	4	3*	1*	1*
Ms Tay Bee Gek Dorriz	4	3*	1*	1*
Mr Danny Lien Chong Tuan	4	3	1	1
Mr Ang Meng Hai Markus David	4	2*	1*	1
Ms Giam Ban Ian Giselia ⁽¹⁾	2	2	–	–
Mr Frederik Christoph Groth ⁽²⁾	–	–	–	–
Ms Celia Rusli ⁽³⁾	1	1	1	1

STATEMENT OF CORPORATE GOVERNANCE

Notes:

- (1) Ms Giam Ban Ian Giselia was appointed as a Director of the Company with effect from 24 June 2025.
 - (2) Mr Frederik Christoph Groth was appointed as a Director of the Company with effect from 2 April 2026 and did not attend any meetings during FY2025.
 - (3) Ms Celia Rusli retired as a Director of the Company with effect from 25 April 2025.
- * Attendance by invitation

Generally, a newly-appointed Director will be given an orientation to familiarise him/her with the Group's business and governance practices and he/she will also be given a formal letter setting out the duties and obligations of a director of a listed company.

Existing Directors are encouraged to participate in seminars or discussion groups to be kept abreast of the latest developments relevant to the Group. In addition, the Directors are updated, from time to time, when new laws or regulations affecting the Group are introduced.

In line with Rule 406(3)(a) of the Listing Manual Section B: Rules of Catalist of the Singapore Exchange Securities Trading Limited ("**SGX-ST**") (the "**Catalist Rules**"), the Company will arrange for newly-appointed directors who have no prior experience as directors of an issuer listed on the SGX-ST to undergo the mandatory SGX-ST prescribed training on their roles and responsibilities unless the NC otherwise at its discretion waives the need for the newly-appointed Director to attend the mandatory SGX-ST prescribed training. Ms Giam Ban Ian Giselia had completed the requisite training programmes as specified in Practice Note 4D of the Catalist Rules. The Company will make arrangement for Mr Frederik Christoph Groth to attend the mandatory SGX-ST prescribed training within one year from the date of his appointment to the Board.

As at the date of this Annual Report, the Directors have participated in various seminars and other such external programmes. All directors with the exception of Mr. Frederik Christoph Groth (who was newly appointed in 2026), have attended the mandatory sustainability training prescribed by SGX as well as briefings by the external auditor on the changes and amendments to the accounting standards applicable to FY2025. Some of the programmes and seminars attended by some of the directors in FY2025 include the SID Directors Conference 2025, the Nominating Committee and Remuneration Committee Seminar 2025, and the launch of the Singapore Directorship Report by the Singapore Institute of Directors. Ms. Dorriz Tay has completed the Board Readiness Programme 24/25 conducted by the Singapore Institute of Directors during the year.

In order to ensure that the Board is able to fulfil its responsibilities, the Management is required to provide timely information on matters that require the Board's decision and reports on material operational and financial matters of the Group. The Directors also have unrestricted access to the Company's records and information.

All Directors receive a set of Board papers prior to the Board meeting. This is generally issued to them at least three working days prior to the meeting in sufficient time to enable the Directors to obtain further explanations, where necessary, in order to be briefed properly and prepare for the meeting. The Board papers include, among others, the following documents and details:

- background or explanation on matters brought before the Board for decision or information, including issues being dealt with by the Management, relevant forecasts and projections;
- minutes of the previous Board meeting; and
- minutes of meetings of all Board Committees held since the previous meeting of the Board Committee.

STATEMENT OF CORPORATE GOVERNANCE

In addition, the members of the Board have, at all times, independent and unrestricted access to the Management, the Company Secretary and internal and external auditors on all matters whenever they deem necessary.

The Company Secretary or a representative from the Company Secretary's office attends all Board meetings and meetings of the Board Committees and is responsible for ensuring that procedures for Board meetings (including those stipulated in the Company's Constitution) are followed and that applicable rules and regulations, including the requirements of the Companies Act 1967 and the Catalist Rules, are complied with.

The appointment and removal of the Company Secretary is a decision of the Board as a whole.

The Board supports the taking of any independent professional advice by a Director, at the Company's expense, if necessary, in order for the Director to effectively discharge his duties and responsibilities.

Board Composition and Guidance

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

The Company endeavours to maintain a strong independent element on the Board with the Independent Directors making up a majority of the Board. The current Chairman is independent, Non-Executive Directors make up a majority of the Board and Independent Directors make up 57% of the Board. The independence of each Independent Director is reviewed annually by the NC.

Under the Code, an Independent Director is 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. Under Rule 406(3)(d) of the Catalist Rules, a Director will not be independent (i) if he is employed or has been employed by the Company or any of its related corporations in the current or any of the past three financial years, (ii) if he has an immediate family member who is employed or has been employed by the Company or any of its related corporations in the current or any of the past three financial years and whose remuneration is or was determined by the RC, or (iii) if he has been a director of the issuer for an aggregate period of more than nine years, such director may continue to be considered independent until the conclusion of the next annual general meeting of the Company.

The Independent Directors help develop proposals on strategy, review the performance of Management in meeting agreed goals and objectives and participate in decisions on the appointment, assessment and remuneration of the Executive Directors and key management personnel. The Independent Directors do not participate in the day-to-day management of the Group. The Board is able to exercise independent judgment on corporate affairs as all Directors debate constructively on subject matters tabled at Board meetings, regardless of whether they were independent or not. All decisions of the Board are based on collective decision without any individual or small group of individuals influencing or dominating the decision-making process.

A Director who is not an employee of the Group and who is not the immediate family member of an employee of the Group and who has no relationship with the Group or its officers or its substantial shareholders which could interfere, or be reasonably perceived to interfere, with the exercise of his independent business judgment in the best interests of the Company, is considered to be independent. The Board has identified each of the Company's Independent Directors to be independent, after determining, taking into account the views of the NC, whether the Director is independent in character and judgment and whether there are relationships or circumstances which are likely to affect, or could appear to affect, the Director's judgment. Each Director is required to disclose to the Board any such relationships or circumstances as and when they arise.

STATEMENT OF CORPORATE GOVERNANCE

Together, the Board members possess wide ranging experiences in the areas of strategic planning, accounting and finance and business and management in the industries which the Group operates in. Key information regarding the Directors is set out under the section entitled “Board of Directors” in this Annual Report.

The Board is of the view that the current Board comprises persons whose diverse skills, experience, knowledge, expertise, gender and attributes fosters constructive debates and provide for effective direction of the Group. The Management is able to benefit from their external and objective perspectives of issues that are brought before the Board. The Independent Directors and the Non-Executive Director constructively challenge and help develop proposals on strategy, assist the Board in reviewing the performance of the Management in meeting agreed goals and objectives, and monitor the reporting of performance.

The Company has adopted a Board Diversity Policy which recognises the importance of having an effective and diverse Board, taking into consideration the benefits of all aspects of diversity, including diversity of skills, experience, background, gender, age, ethnicity and other relevant factors. The main objective of the Board Diversity Policy is to maintain an appropriate balance and diversity of experience, skills, gender, knowledge and attributes among the directors.

The Board Diversity Policy provides that in reviewing the board composition, the NC will consider the balance of skills, experience, director independence, potential impact on boardroom dynamics, other principal commitments, previous employment held in the Company, if any, and knowledge of the Company on the Board and the diversity representation of the Board. High emphasis is placed on ensuring a balanced composition of skills and experience at the Board level in order to provide a range of perspectives, insights and challenge that enable the Board to discharge its duties and responsibilities effectively, support good decision making in view of the core businesses and strategy of Group, and support succession planning and development of the Board. Further to this, the Board and NC will also continue to take into consideration the need for diversity on the Board in the appointment of new Directors in line with the intent of Principle 2 of the Code. The composition of the Board is reviewed on an annual basis by the NC to ensure that the Board has the appropriate mix of skills, knowledge, expertise, experience, diversity and gender, and collectively possesses the necessary core competencies for effective functioning and informed decision-making. Such an approach to maintain a diverse satisfactory level of Board diversity is an ongoing process that may change over time as the business of the Group develops and will be disclosed as appropriate.

The current Board consists of individuals with various qualifications and backgrounds. The varied qualifications, skills, experience and gender diversity of the Board serves the needs and plans of the Company, provides effective direction of the Group and provides the necessary range of perspectives, experience and expertise for the benefit of the Company.

The Board understands and embraces the benefits of having diversity and views board diversity as important to achieving the Company’s business objectives. Differences in background, skills, experience, knowledge, gender and other relevant qualities will be taken into consideration in determining the composition of the Board. The Board is of the view that the current Board is diverse and effective and in line with the Board Diversity Policy, the Company has (2) two female directors on its Board. This reflects the Group’s recognition of the importance of gender diversity especially in leadership positions and the immense value it brings in driving innovation and decision-making. The Company will expand the search and recruitment process to attract a diverse range of candidates and the NC ensures that female candidates are included for consideration when identifying candidates for Board positions. This will involve actively seeking candidates from different backgrounds, including those with diverse gender, age, nationalities, cultural background, educational background, experience skills and knowledge.

STATEMENT OF CORPORATE GOVERNANCE

The current Board comprises two (2) female Directors (29%) and five (5) male Directors (71%) with an age group ranging from late forties to late sixties. Each Director has been appointed and nominated respectively based on his or her relevant experience and competencies, and collectively the Board provides diversity of expertise and knowledge in areas such as accounting, finance, engineering, risk management and business management. This diversity facilitates constructive debate on the business activities of the Company and enables the Management to benefit from a diverse and objective set of perspectives on issues that are brought before the Board. The Board, in concurrence of the NC, was of the view that the directors possess the necessary competencies to provide the Management with a diverse and objective perspective on issues so as to lead, govern and contribute to the Company effectively.

The Board composition reflects the Company's commitment to Board diversity in terms of gender, skills and experience. The table below sets out the Company's diversity targets, timelines for achieving the targets as well as its progress towards achieving the targets:

Target	Progress and plans towards achieving target										
<p>Gender Representation</p> <p>To have at least one (1) female director on the Board.</p>	<p>The Company has exceeded its internal target as it currently has two (2) female directors on the Board.</p>										
<p>Skills and Experience</p> <p>To ensure skillset of directors on the Board with relevant skills and experience. The Board has identified the following core competencies as important:</p> <ul style="list-style-type: none"> (i) Accounting/finance (ii) Legal/corporate governance/sustainability (iii) Investment, risk management, business and management experience (iv) Relevant industry knowledge 	<p>Currently the proportion of the Board with the identified core competencies is as follows:</p> <table border="1"> <thead> <tr> <th>Core competencies</th> <th>Number of Directors</th> </tr> </thead> <tbody> <tr> <td>Accounting/finance</td> <td>5</td> </tr> <tr> <td>Legal/corporate governance/sustainability</td> <td>4</td> </tr> <tr> <td>Investment, risk management, business and management experience</td> <td>7</td> </tr> <tr> <td>Relevant industry knowledge</td> <td>4</td> </tr> </tbody> </table> <p>When identifying new director(s) for appointment to the Board, the Company strives to ensure that candidates who have the relevant skills, expertise and/or experience in the abovementioned core competencies are included for consideration by the NC.</p>	Core competencies	Number of Directors	Accounting/finance	5	Legal/corporate governance/sustainability	4	Investment, risk management, business and management experience	7	Relevant industry knowledge	4
Core competencies	Number of Directors										
Accounting/finance	5										
Legal/corporate governance/sustainability	4										
Investment, risk management, business and management experience	7										
Relevant industry knowledge	4										
<p>Board Independence</p> <p>To have more than 50% Independent Director representation on the Board where the Chairman of the Board is not independent.</p>	<p>Currently, the Chairman of the Board is independent. Non-executive directors make up majority of the Board and Independent Directors make up 57% of the Board.</p>										

The Board is of the opinion that the current size of the Board and each Board Committee is adequate, taking into account the nature and scope of the Group's operations. The NC is of the view that no individual or small group of individuals dominates the Board's decision-making process. The NC is also of the view that the Board has a good balance of Directors who have extensive business, financial, accounting and management experience.

STATEMENT OF CORPORATE GOVERNANCE

Ad-hoc meetings of the Independent Directors led by the Independent Chairman (without presence of Management) will also be convened as and when required to address issues or provide feedback that may arise in-between the scheduled meetings. The Independent Directors meet regularly without the presence of Management. The Independent Chairman provides feedback to the Board as appropriate.

Chairman and Chief Executive Officer

Principle 3: There is a clear division of responsibilities between the leadership of the Board and Management, and no one individual has unfettered powers of decision-making.

The clear division of responsibilities between the Independent Chairman and the Managing Director ensures proper balance of power and authority, increased accountability and greater capacity of the Board for independent decision making in the Group.

The positions of the Independent Chairman and the Managing Director are kept separate and are held by BG (RET) Lim Yeow Beng and Dr Wong Kar King (“**Dr Wong**”) respectively. The Independent Chairman’s duties and responsibilities include scheduling meetings, preparing Board agenda and ensuring compliance with the Code. The Independent Chairman leads the Board to ensure its effectiveness and approves the agenda of each Board meeting in consultation with the Managing Director. The Independent Chairman reviews the Board papers and ensures that Board members are provided with accurate, timely and clear information. Management staff who have prepared the papers, or who can provide additional insight into the matters to be discussed, are invited to present the papers or attend at the relevant time during the Board meeting. The Independent Chairman monitors communications and relations between the Company and its Shareholders, within the Board and between the Board and the Management, with a view to encouraging constructive relations and dialogue amongst them.

Dr Wong will retire as the Managing Director of the Company at the forthcoming Annual General Meeting (“**AGM**”) and will not be seeking re-election. To ensure continuity of leadership within the senior management team, Mr Pang Gerald was appointed as Chief Executive Officer (“**CEO**”) - Designate of the Company on 27 March 2026, before assuming full responsibility as the Executive Director and CEO of the Company upon Dr Wong’s retirement following the conclusion of the Company’s upcoming AGM and his appointment as Executive Director being approved by shareholders at the Company’s upcoming AGM.

The Managing Director is responsible for the day-to-day operations of the Group and to ensure quality flow of information between the Board and the Management.

The Board is of the view that power is not unduly concentrated in the hands of one individual nor is there any compromised accountability and independent decision-making as all decisions and policy changes are conducted through the respective Board Committees, which are chaired by Independent Directors.

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 comprises five (5) Directors, all of whom are non-executive and majority of whom, including the Chairman of the NC, are independent.

BG (RET) Lim Yeow Beng	(Chairman)
Ms Giam Ban Ian Giselia	(Member)
Mr Danny Lien Chong Tuan	(Member)
Mr Frederik Christoph Groth	(Member)
Mr Ang Meng Hai Markus David	(Member)

STATEMENT OF CORPORATE GOVERNANCE

The NC was established for the purpose of ensuring that there is a formal and transparent process for all board appointments.

The duties and functions of the NC include the following:

- a. making recommendations to the Board on all board appointments;
- b. reviewing and recommending nomination for re-appointment or re-election or renewal of appointment of the Directors, having regard to the Directors' contribution and performance;
- c. reviewing succession plans for directors, in particular the appointment and/or replacement of the Chairman, the Managing Director and key management personnel;
- d. determining annually, or whenever necessary during the year, the independence of Independent Directors, bearing in mind the relationships which would deem a Director not to be independent;
- e. making recommendations to the Board on the process and criteria for evaluation of the performance of the Board, the Board Committees and the individual Directors;
- f. evaluating the performance of the Board, the Board Committees and the contributions from the individual Directors on a year-to-year basis; and
- g. reviewing training and professional development programmes for the Board and its Directors.

For appointment of new Directors to the Board, the NC would, in consultation with the Board, evaluate and determine the selection criteria (which includes skills, knowledge, expertise, experience and character) with due consideration given to the size and composition and the mix of skills, knowledge and experience of the existing Board. After evaluating its selection criteria and considering the future needs of the Group, the NC (which may use the services of a professional executive search firm), will shortlist the likely candidates, undertake background checks and invite the shortlisted candidates to an interview cum discussion that may include a briefing of the business of the Group and its expectation of its Directors' role and duties. The candidate must be a person of integrity and must be able to commit sufficient time and attention to the affairs of the Company, especially if he is serving on multiple Boards. A formal letter is sent to newly-appointed Directors upon their appointment explaining their statutory and other duties and responsibilities as a Director.

If a vacancy arises under any circumstances, or where it is considered that the Board would benefit from the services of a new director, the NC, in consultation with the Board, will determine the selection criteria (which includes skills, knowledge, expertise, experience and character) and select the appropriate candidate for the position. The Board is also advised by the Sponsor on the appointment of directors as required under Rule 226(2)(d) of the Catalist Rules.

The Group also releases announcements on the appointment or cessation of Directors via SGXNET.

The Company's Constitution provides that at each AGM, one-third of the Directors for the time being, or if their number is not three or a multiple of three, then the number nearest to but not less than one-third, is required to retire from office by rotation. Retiring Directors are selected on the basis of those who have been the longest in office since their last election or appointment, failing which they shall be selected by lot. In addition, any newly appointed Director must retire and may submit himself for re-election at the next AGM following his appointment. Thereafter he/she is subject to the one-third rotation rule if re-elected.

The NC is also tasked with deciding whether or not a Director is able to and has been adequately carrying out his duties as a Director, particularly when he has multiple board representations, and to assess the maximum number of listed entity board representations which any one of the Directors may hold. As a guide, Directors of the Company should not have more than six listed company board representations and other principal commitments.

After conducting reviews, the NC is satisfied that sufficient time and attention are being given by the Directors to the affairs of the Group.

STATEMENT OF CORPORATE GOVERNANCE

Details of the appointment of Directors including the date of initial appointment, the date of last re-election, directorships in listed companies and other principal commitments, both current and for the preceding three years, are set out below:

Name of Director	Age	Date of Initial Appointment	Date of Last Re-election	Present and Past Directorship in Listed Companies	Other Principal Commitments
BG (RET) Lim Yeow Beng	67	14 August 2019	25 April 2025	<p><u>Present:</u></p> <p>Independent and Non-Executive Director of Bitdeer Technologies Group (listed on NASDAQ)</p> <p>Independent and Non-Executive Director of Vibrant Group Limited (listed on SGX-ST)</p>	<p><u>Present:</u></p> <p>Non-Executive Director of Face Bistro Pte Ltd</p> <p>Non-Executive Director of Eat Drink Sleep Play Pte Ltd</p> <p>Independent Adviser to Goldbell Corporation Pte. Ltd.</p> <p>Independent Adviser to Manor Group (Singapore) Pte. Ltd.</p> <p>President/Adviser of AJJ Health Care Management Pte Ltd</p> <p>Non-Executive Director of ALPS Pte. Ltd.</p> <p>Chairman and Non-Executive Director of Jam Hospitality Investments Pte. Ltd.</p> <p><u>Past (for the last 3 years):</u></p> <p>Non-Executive Director of Tripod Hospitality Pte Ltd</p> <p>Non-Executive Director of Tripod Hospitality Ltd (Thailand)</p> <p>Non-Executive Director of Unicorn Hotels and Resorts Ltd (Thailand)</p> <p>Non-Executive Director of Unicorn Hospitality Co Ltd (Thailand)</p> <p>Senior Adviser to Harmony Skin Lab Pte Ltd</p> <p>Legal Representative and Non-Executive Director of Access World Shanghai</p> <p>Legal Representative, Chairman and Non-Executive Director of Access World Tonghua</p> <p>Legal Representative, Chairman and Non-Executive Director of Access World Guangzhou</p> <p>Independent Adviser to Access World Logistics (Singapore) Pte. Ltd.</p> <p>Independent Adviser to Royal Maritimo International Pte Ltd</p> <p>Non-Executive Director of Legend Logistics Pte. Ltd.</p>

STATEMENT OF CORPORATE GOVERNANCE

Name of Director	Age	Date of Initial Appointment	Date of Last Re-election	Present and Past Directorship in Listed Companies	Other Principal Commitments
Dr Wong Kar King ⁽¹⁾	64	19 February 2004	26 April 2024	–	<p><u>Present:</u></p> <p>Director and shareholder of Greenphyto Pte. Ltd.</p> <p>Director and shareholder of Green Manor Hotels & Properties Sdn Bhd</p> <p>Director and shareholder of Manor Properties Group (M) Sdn Bhd</p> <p><u>Past (for the last 3 years):</u></p> <p>Director of Advanced Controls (M) Sdn Bhd</p> <p>Director of Advanced Agri Trading and Services Pte Ltd (f.k.a. Advanced Controls Pte Ltd)</p> <p>Director of Advanced Engineering Holdings Pte. Ltd.</p> <p>Director of Advanced Agri Pte Ltd</p> <p>Director of Agricore Global Pte. Ltd.</p> <p>Director of Guided Wave Asia Pte. Ltd.</p> <p>Director of Advanced Process Equipment (Thailand) Co. Ltd.</p> <p>Director of Advanced CAE. Saudi Arabia Company Ltd.</p>
Ms Tay Bee Gek Dorriz	55	30 November 2022	25 April 2025	–	<p><u>Present:</u></p> <p>Director of Advanced Agri Trading and Services Pte Ltd (f.k.a. Advanced Controls Pte Ltd)</p> <p>Director of Advanced Engineering Holdings Pte Ltd</p> <p>Director of Advanced Agri Pte Ltd</p> <p>Director of PT Advanced Agri Indonesia</p> <p>Director and shareholder of Concorde 2B Private Limited</p> <p><u>Past (for the last 3 years):</u></p> <p>Director of Advanced CAE. Saudi Arabia Company Ltd</p> <p>Director of Advanced Process Equipment (Thailand) Co. Ltd.</p> <p>Director of Guided Wave Asia Pte Ltd</p>

STATEMENT OF CORPORATE GOVERNANCE

Name of Director	Age	Date of Initial Appointment	Date of Last Re-election	Present and Past Directorship in Listed Companies	Other Principal Commitments
Mr Danny Lien Chong Tuan ⁽²⁾	63	29 April 2024	25 April 2025	–	<p><u>Present:</u></p> <p>Chief Executive Officer of Genesis Solutions Pte Ltd</p> <p>Director of Cold Chain Company Pte Ltd</p> <p>Director of Imafit Pte Ltd</p> <p>Director of Bemo MMP Rail Systems Pte Ltd</p> <p><u>Past (for the last 3 years):</u></p> <p>Director of the Institute for Human Resource Professionals Limited</p> <p>Director of Mirai Marine Valves Pte Ltd</p> <p>Director of Alpha & Omega Media Production Pte Ltd</p>
Mr Ang Meng Hai Markus David ⁽²⁾	49	29 April 2024	25 April 2025	–	<p><u>Present:</u></p> <p>CEO of GITC Pte Ltd</p> <p>Director of Agrimark Pte. Ltd.</p> <p>Director of Advanced Agri Pte. Ltd.</p> <p>Director of Almarana Holdings Pte. Ltd.</p> <p>Director of Eurasia Business Network Pte. Ltd.</p> <p>Director of AIX Management Pte. Ltd.</p> <p>Director of Raffles Capital Holdings Pte. Ltd.</p> <p>Director of F.Canning Pte. Ltd.</p> <p>Director of Locanis Technologies Pte. Ltd.</p> <p>Director of Eurasian Partners Consulting Pte. Ltd.</p> <p>Director of Social Ventures Projects Pte. Ltd.</p> <p><u>Past (for the last 3 years):</u></p> <p>Director of Lionstep Raffles Capital Investment Pte. Ltd.</p> <p>Director of AV Asia Developments Pte. Ltd.</p> <p>Director of Minerals & Metals Group (Pte.) Ltd.</p> <p>Director of Andra Offshore Services Pte. Ltd.</p>

STATEMENT OF CORPORATE GOVERNANCE

Name of Director	Age	Date of Initial Appointment	Date of Last Re-election	Present and Past Directorship in Listed Companies	Other Principal Commitments
Ms Giam Ban Ian Giselia ⁽³⁾	58	24 June 2025	–	–	<p><u>Present:</u></p> <p>Senior Vice President, Administration and Chief Financial Officer, Singapore University of Technology and Design</p> <p><u>Past (for the last 3 years):</u></p> <p>–</p>
Mr Frederik Christoph Groth ⁽³⁾	52	2 April 2026	–	–	<p><u>Present:</u></p> <p>Director of Groth F&S Real Estate Hamburg</p> <p><u>Past (for the last 3 years):</u></p> <p>Managing Director and CEO of Aditya Birla Global Trading</p> <p>Director of Aditya Birla Global Trading (Singapore) Pte. Ltd.</p> <p>Director of Aditya Birla Global Trading Project Management Services LLC</p>

Notes:

- (1) Dr Wong Kar King will retire as the Managing Director of the Company at the forthcoming AGM and will not be seeking re-election.
- (2) Mr Danny Lien Chong Tuan and Mr Ang Meng Hai Markus David will retire at the forthcoming AGM pursuant to Regulation 91 of the Company's Constitution and will be eligible for re-election.
- (3) Ms Giam Ban Ian Giselia and Mr Frederik Christoph Groth will retire at the forthcoming AGM pursuant to Regulation 97 of the Company's Constitution and will be eligible for re-election.

The Board, in conjunction with the NC's review of the composition and skillset of the Board, has recommended the appointment of Mr Pang Gerald as an Executive Director and CEO of the Company.

Detailed information of Mr Danny Lien Chong Tuan, Mr Ang Meng Hai Markus David Ms Giam Ban Ian Giselia and Mr Frederik Christoph Groth who are the Directors seeking re-election and Mr Pang Gerald who is proposed to be appointed as an Executive Director at the AGM, including information as set out in Appendix 7F of the Catalyst Rules can be found under the "Additional Information on Directors Seeking Re-election/Appointment at the AGM" section of this Annual Report.

STATEMENT OF CORPORATE GOVERNANCE

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 Board's overall performance as well as the effectiveness of its Board Committees will be evaluated by the NC. The NC will also assess each Director's (including the Chairman's) contribution to the Board. The guidelines for assessment include attendance at meetings of the Board and the Board Committees, the level and quality of participation during the meetings and any other specific contributions. The Board did not engage an external facilitator to conduct an assessment of the performance of the Board, the Board Committees and each Director for FY2025.

At the end of each financial year, a Board evaluation is conducted where the members of the NC complete a questionnaire seeking their views on various aspects of Board performance, such as Board composition, information, process and accountability. The Company Secretary then compiles the NC's responses to the questionnaire into a summarised report and circulates the same to the Board for discussion. The Chairman will act on the results of the performance evaluation, and in consultation with the NC, propose, where appropriate, new members be appointed to the Board or seek the resignation of Directors.

To assess the effectiveness of the Board as a whole, the factors evaluated by the NC include but are not limited to:

- (i) the size and composition of the Board;
- (ii) the discussion and decision-making processes of the Board (including the conduct of meetings by the Board);
- (iii) the Board's access to information;
- (iv) the accountability of the Board to the Shareholders;
- (v) the observation of risk management and internal control policies by the Board; and
- (vi) the performance of the Board (including the Board's performance in relation to the discharge of its principal responsibilities in terms of the financial indicators set out in the Code).

To assess the effectiveness of each Board Committee, the factors evaluated by the NC include but are not limited to:

- (i) the size and composition of the Board Committee;
- (ii) the discussion and decision-making processes of the Board Committee (including the conduct of meetings by the Board Committee);
- (iii) the Board Committee's access to information;
- (iv) the accountability of the Board Committee to the Board; and
- (v) the performance of the Board Committee (including the Board Committee's performance in relation to the discharge of its principal responsibilities set out in the Code).

STATEMENT OF CORPORATE GOVERNANCE

To assess the contribution of each individual Director, the factors evaluated by the NC include but are not limited to:

- (i) his or her participation at the meetings of the Board;
- (ii) his or her ability to contribute to the discussion conducted by the Board;
- (iii) his or her ability to evaluate the Company's strength and weaknesses and make informed business decisions;
- (iv) his or her ability to interpret the Company's financial reports and contribute to the formulation of strategies, budgets and business plans that are compatible with the Group's vision and existing business strategy;
- (v) his or her compliance with the policies and procedures of the Group;
- (vi) his or her performance of specific tasks delegated to him or her;
- (vii) his or her disclosure of any related person transactions or conflicts of interest; and
- (viii) for Independent Directors, his or her independence from the Group and the Management.

Each member of the NC abstains from making any recommendation and/or participating in any deliberation of the NC and from voting on any resolution in respect of his own performance or re-nomination as a Director.

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

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 is responsible for ensuring a formal and transparent procedure for developing policy on director and executive remuneration, and for fixing the remuneration packages of individual Directors, key management and any employee who is related to a Director or substantial shareholder of the Group.

The RC comprises five (5) Directors which are non-executive and majority of whom, including the Chairman of the RC, are independent.

Mr Danny Lien Chong Tuan	(Chairman)
BG (RET) Lim Yeow Beng	(Member)
Ms Giam Ban Ian Giselia	(Member)
Mr Frederik Christoph Groth	(Member)
Mr Ang Meng Hai Markus David	(Member)

STATEMENT OF CORPORATE GOVERNANCE

The role of the RC is to review and recommend to the Board a general framework of remuneration for the Board and key management personnel. It also carries out a review of the remuneration of the key management personnel of the Group and any employee of the Group who is related to a Director or substantial shareholder. It reviews and recommends to the Board the specific remuneration packages and service contract terms for the executive directors and the key management personnel, as well as the administration and granting of share options or awards in accordance with any share option scheme or performance share plan of the Company. The RC considers all aspects of remuneration, including but not limited to salaries, bonuses, allowances, other benefits-in-kind and termination terms, to ensure that they are fair. No Director or member of the RC is involved in deciding his own remuneration. Each member of the RC abstains from voting on any resolution in respect of his own remuneration package.

The RC may seek professional advice on remuneration matters as and when necessary. The RC ensures that in the event of such advice being sought, 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 has not appointed any remuneration consultant during the financial year under review.

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 Group adopts a remuneration policy that is primarily performance based taking into account each person's job responsibilities, function and market conditions. The remuneration for employees of the Group comprises a fixed component and a performance-related variable component in an effort to link rewards to corporate and individual performance, align their interests with those of shareholders and promote the long-term success of the Group. The fixed component consists of a base salary and fixed allowance. The variable component is in the form of a bonus that is linked to the Group's and the individual's performance. The RC will take into account the industry norms, the Group's performance as well as the contribution and performance of each Director when determining remuneration packages. A significant and appropriate proportion of the Managing Directors' and key management personnel's remuneration is structured so as to link rewards to the Group's and individual performance.

The remuneration of the Managing Director is based on the service agreement entered into between Dr Wong and the Company on 1 June 2007. The service agreement will be for an initial period of 3 years, effective from 1 June 2007 and renewable thereafter. The terms of the service agreement are reviewed by the RC on an annual basis.

The Company is of the view that there is no requirement to institute contractual provisions to allow the Company to reclaim incentive components of the Executive Director's remuneration paid in prior years in exceptional circumstances of mismanagement of financial results, or of misconduct resulting in financial loss, as they owe a fiduciary duty to the Company and the Company should be able to avail itself of remedies against the Executive Director in the event of such breach of fiduciary duties.

The remuneration of the directors is appropriate to their level of contribution and respective responsibilities. The Independent Directors receive directors' fees for serving on the Board and any of the Board Committees. The chairman of the Board or each Board Committee is compensated for his/ her additional responsibilities. Such fees take into account their efforts, time spent, level of contribution and responsibilities as well as the need to pay competitive fees to attract, retain and motivate them. These fees are subject to Shareholders' approval as a quarterly payment in arrears at the AGM of the Company.

STATEMENT OF CORPORATE GOVERNANCE

The remuneration policy for key management personnel is based largely on the Company's performance and the responsibilities and performance of each individual key management personnel. The RC reviews and recommends the remuneration packages of key management personnel for the Board's approval. The RC reviews the level and mix of remuneration and approves the framework for salary reviews, performance bonus and incentives for the Executive Directors and key management personnel for the Group. In setting the remuneration packages, the RC takes in consideration the performance of the Group and the individual's performance as well as the contribution to revenue and profitability. Salaries are benchmarked against comparable roles in similar industries, while bonuses are granted based on the performance of the Group and the individual.

The remuneration packages for employees who are related to any Director or substantial shareholder of the Company and the responsibilities and performance of each such related employee are also reviewed. The RC reviews and recommends the remuneration packages of such related employees for the Board's approval.

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.

Directors of the Company

The policy and criteria used in setting the level of remuneration is based on various factors including performance of the Group, industry practices and the individual's performance and time commitment, contributions towards achievement of corporate objectives and targets, integrity and accountability.

The level and mix of remuneration paid/payable to the Executive Directors for FY2025 (in dollar and percentage terms) are as follows:

Executive Directors	Salary* (S\$)	Performance Bonus* (S\$)	Benefits (S\$)	Total (S\$)
Dr Wong Kar King	730,656 (75%)	180,000 (19%)	56,969 (6%)	967,625
Ms Tay Bee Gek Dorriz	217,452 (70%)	85,460 (27%)	9,000 (3%)	311,912

* Includes CPF

STATEMENT OF CORPORATE GOVERNANCE

Remuneration paid to Non-Executive Directors comprised solely directors' fees paid quarterly in arrears and were approved by the shareholders at the AGM held on 25 April 2025. The breakdown of directors' fees paid and/or payable to the Non-Executive Directors for FY2025 is as follows:

Non-Executive Directors	Directors' Fees (S\$)
BG (RET) Lim Yeow Beng	40,000 (100%)
Ms Giam Ban Ian Giselia ⁽¹⁾	15,575 (100%)
Mr Danny Lien Chong Tuan	30,000 (100%)
Ms Celia Rusli ⁽²⁾	9,583 (100%)
Mr Frederik Christoph Groth ⁽³⁾	–
Mr Ang Meng Hai Markus David ⁽⁴⁾	–

Notes:

- (1) Ms Giam Ban Ian Giselia was appointed as a Director of the Company with effect from 24 June 2025.
- (2) Ms Celia Rusli retired as a Director of the Company with effect from 27 April 2025.
- (3) Mr Frederik Christoph Groth was appointed as a Director of the Company with effect from 2 April 2026 and no directors' fees were paid to him for FY2025.
- (4) No remuneration paid/payable to Mr Ang Meng Hai Markus David.

Key Management Personnel of the Company

There were only five (5) key management personnel (excluding the Executive Directors) as at the date of this Annual Report. The annual aggregate remuneration paid to the top four (4) key management personnel of the Company (excluding Mr Pang Gerald, who joined the Company on 27 March 2026, and excluding the Executive Directors) for FY2025 is \$113,896. Details of the remuneration paid to such key management personnel are set out below:

Key Management Personnel	Salary	Performance Bonus	Benefits	Total
Below \$250,000				
Mr Ang Meng Kuan Tobias ⁽¹⁾	100%	–	–	100%
Mr Pang Gerald ⁽²⁾	–	–	–	–
Mr Nelson Herijanto	87%	–	13%	100%
Mr Michael Kurniawan	88%	–	12%	100%
Ms Siwi Rizki Kinarsih	88%	–	12%	100%

Notes:

- (1) Mr Ang Meng Kuan Tobias was appointed as a Group Chief Operating Officer of the Company with effect from 22 September 2025.
- (2) Mr Pang Gerald was appointed as CEO - Designate of the Company with effect from 27 March 2026 and no remuneration was paid to him for FY2025.

STATEMENT OF CORPORATE GOVERNANCE

The Board is of the view that given the sensitive and confidential nature of employees' remuneration and to maintain good morale and a strong team spirit within the Group, detailed disclosure on the top key management personnel is not in the best interests of the Company and the Group. Such disclosure would disadvantage the Group in relation to its competitors and may affect adversely the cohesion and spirit of teamwork prevailing among the employees of the Group.

There are no termination, retirement and post-employment benefits granted to Directors or the key management personnel in FY2025. The Company has proposed an ex-gratia payment of S\$770,000 to the retiring Managing Director, Dr Wong (the "WKK Ex-gratia Payment"). Dr Wong will retire at the forthcoming AGM. The RC and the Board (with Dr Wong abstaining from all deliberations on this matter) have recommended the WKK Ex-gratia Payment as recognition of Dr Wong's past services and contributions to the Group of over 33 years. The WKK Ex-gratia Payment has been voluntarily disclosed (via an announcement released via SGXNET on 25 March 2026) and will be tabled for shareholders' approval at the forthcoming AGM to ensure transparency and good corporate governance so that Shareholders would have the opportunities to raise queries and vote on the WKK Ex-gratia Payment. Dr Wong and his associates will abstain on voting on such resolution.

The Company currently does not have any long-term incentive scheme or employee share option or share performance schemes.

Employees who are substantial Shareholders of the Company or are immediate family members of a Director or substantial Shareholder

There was no employee who is a substantial shareholder or who is an immediate family member of a Director or substantial Shareholder of the Company and whose remuneration exceeds \$100,000 for FY2025. The details of the employee who is an immediate family of a Director and her remuneration are as follows:

Name	Designation	Familial Relationship	Remuneration Band
Ang Meng Kuan Tobias	Group Chief Operating Officer	Brother of Mr Ang Meng Hai Markus David, Non-Executive Director	Below \$50,000

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 the importance of sound internal controls and risk management practices to good corporate governance. The Board, with the assistance of the AC, is responsible for the overall governance of risk by ensuring that the Group maintains sound systems of risk management and internal controls. The AC reviews and makes recommendations to the Board on the adequacy and integrity of those systems on an annual basis.

The Group has implemented a system of internal controls and risk management to safeguard Shareholders' investments and the Company's assets. Proper accounting records are maintained and financial information used for business purposes and for publication is reliable. The controls are designed by the Management and include, among others, the documentation of key procedures and guidelines relating to the delegation of authorities. The external auditors carry out, in the course of their statutory audit, an annual review of the effectiveness of the Group's material internal controls to the extent of their scope as laid out in their audit plan.

STATEMENT OF CORPORATE GOVERNANCE

In the opinion of the Board, the system of internal controls and risk management maintained by the Management is adequate and effective to meet the needs of the current business environment. However, the Board notes that the review of the Group's system of internal controls and risk management is a continuing process and there is always room for improvement having regard to the fact that no system of internal controls or risk management could provide absolute assurance against the occurrence of material errors, poor judgment in decision making, human error, natural disasters, losses, fraud or other irregularities. The system of internal controls and risk management adopted by the Group is therefore designed to manage rather than eliminate the risk of failure to achieve business objectives.

The Board has received assurances from:

- (a) the Managing Director, the Executive Director and Group Chief Financial Officer that 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
- (b) the Managing Director, the Executive Director and Group Chief Financial Officer and Group Chief Operating Officer, regarding the adequacy and effectiveness of the Company's risk management and internal controls systems.

The Company has outsourced its internal audit function to Baker Tilly Consultancy (Singapore) Pte. Ltd. ("**Baker Tilly**" or "**Internal Auditors**"). Baker Tilly is the appointed outsourced internal auditor to many public listed companies in Singapore. The engagement team is led by its engagement partner who has more than 20 years of professional experience in the field and possesses the designation of Certified Internal Auditor and Chartered Accountant (Singapore).

The engagement team from Baker Tilly comprises an engagement manager, lead consultants and consultants who possess relevant experience as well as designations such as Chartered Accountant, Certified Internal Auditor etc. The Internal Auditors conduct their work in accordance to the International Professional Practices Framework issued by the Institute of Internal Auditors.

The role of the Internal Auditors is to support the AC in ensuring that the Company maintains a sound system of internal controls and risk management. The Internal Auditors monitor and assess the effectiveness of the key controls and procedures, conduct in-depth audits of high-risk areas and undertake investigation as directed by the AC. The findings from the reviews and checks on the adequacy of internal controls and risk management are rated and reported to the AC. In particular, high-risk matters are highlighted to the AC and the Management to ensure that proper follow-up actions are undertaken to ensure proper internal control and risk management. The AC approves the hiring, removal, evaluation and compensation of the internal auditors. The AC ensures that the internal auditors are adequately resourced and has appropriate standing within the Company.

The Internal Auditors have unfettered access to all the Company's documents, records, properties and personnel, including access to the AC. To ensure the adequacy of the internal audit function, the AC meets at least once a year to review the internal audit findings and to approve the annual internal audit plans. The members of the AC have unrestricted access to the Internal Auditors on all matters whenever they deem necessary and will meet the internal auditors without the presence of the Management at least once annually. Based on the above, the AC is satisfied that the internal audit function is independent, effective and adequately resourced.

In addition, the Company's external auditors carry out, in the course of their statutory audit, a review of the effectiveness of the internal financial controls to the extent of their scope as laid out in the audit plan. The external auditors, during the conduct of their normal audit procedures, may also report on any matters relating to the internal controls. Any non-compliance or recommendation for improvement will be reported to the AC. The Management will follow up on the auditors' recommendations as part of its role in the review of the Company's internal controls systems.

STATEMENT OF CORPORATE GOVERNANCE

Based on the audit reports and management controls in place, the Board, with the concurrence of the AC, is of the opinion that the Group's internal controls (including financial, operational, compliance and information technology controls) and risk management systems were adequate and effective as at 31 December 2025 in its current business environment.

Risk Management

The Board oversees the Group's risk management policies. Where there are significant risks in respect of the Group's operations, risk management practices will be put in place to address these risks.

Financial Risk Management Policies

The Group's principal financial instruments comprise cash and cash equivalents, bank borrowings and loans from non-controlling interests and third parties. The main purpose of these financial instruments is to raise finance for the Group's operations. Financial assets that expose the Company to financial risk consist principally of cash and cash equivalents, trade and other receivables. Financial liabilities that expose the Company to financial risk consist principally of trade and other payables, bank borrowings and loans from non-controlling interests and third parties. The carrying amounts of the current financial assets and liabilities carried at amortised cost approximate to their fair values.

The Group's activities are exposed to a variety of financial risks, including the effects of changes in foreign currency rates and interest rates, along with credit and liquidity risks. The Group has adopted risk management policies that seek to mitigate these risks in a cost-effective manner. The Board reviews and approves policies for managing each of these risks and they are summarised below.

Foreign Currency Risk

The Group's primary exposure to foreign currency risk arises from sales transactions denominated in foreign currencies, principally Indonesian Rupiah. The Group is also exposed to foreign exchange movements arising from its net investment in foreign subsidiaries. In addition, intercompany loans between the Singapore and Indonesian subsidiaries, which are denominated in Singapore Dollars and United States Dollars, give rise to further foreign currency exposure.

The Group's policy is to manage foreign currency exposure by way of natural hedge and this policy is reviewed quarterly by the AC. It mitigates foreign currency exposure by striving, where possible, to negotiate sale and purchase transactions in the same currency with counterparties. Exposure to foreign currency risk is monitored on an on-going basis to ensure that net exposure is at an acceptable level.

Interest Rate Risk

The Group's exposure to changes in interest rates arises primarily from the Group's fixed deposits placed with banks, loans to subsidiaries and borrowings from non-controlling interest of the Group and third parties.

STATEMENT OF CORPORATE GOVERNANCE

Credit Risk

The Group's and the Company's major classes of financial assets are cash and cash equivalents and trade and other receivables. Cash and cash equivalents are placed with banks and financial institutions that are deemed to be reputable and are regulated by a supervisory body. For trade receivables, the Group trades only with recognised and creditworthy counterparties. It is the Group's policy to perform on-going credit evaluation of its customers' financial condition. In addition, receivable balances are monitored on a monthly basis by the Management.

The carrying amount of financial assets represents the maximum credit exposure. The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. The demographics of the Group's customer base, including the default risk of the industry and country in which customers operate, have less of an influence on credit risk. Therefore, there are no significant concentrations of credit risk within the Group.

Climate Risk

The Group is exposed to supply chain risk which is highly affected by the weather. Prolonged dry or wet weather can cause changes in supply and demand for corn products and market volatility could affect the facility's profitability and viability. Supply chain risks could affect the steady supply of raw materials and weather conditions affect the production and harvest of wet corns.

AC

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

The AC comprises four (4) Directors, all whom including the Chairman of the AC, are independent.

Ms Giam Ban Ian Giselia ⁽¹⁾	(Chairman)
BG (RET) Lim Yeow Beng	(Member)
Mr Danny Lien Chong Tuan	(Member)
Mr Frederik Christoph Groth	(Member)

Note:

(1) Ms Giam Ban Ian Giselia was appointed as Audit Committee Chairman on 24 June 2025

The AC held three meetings during FY2025. Dr Wong Kar King, the Managing Director and Ms Tay Bee Gek, Dorriz, the Executive Director, attended all three meetings by invitation. Mr Ang Meng Hai Markus David was invited to attend all three meetings and attended two of the three meetings. Ms Celia Rusli attended one meeting before her resignation on 25 April 2025. Ms Giam Ban Ian Giselia attended the remaining two meetings after her appointment on 24 June 2025. Mr Frederik Christoph Groth did not attend any meetings during FY2025 as he was appointed as director on 2 April 2026. The Group's external auditors and internal auditors were also present at the relevant junctures during some of these meetings. Separate sessions with the external auditors are also held without the presence of the Management at least annually, to consider any matters which might be raised privately.

The primary responsibility of the AC is to provide support and assistance to the Board in ensuring that a high standard of corporate governance is maintained at all times. The AC has full access to all management personnel and has full discretion to invite any Director or executive officer to attend its meetings. The external auditors have unrestricted access to the AC.

STATEMENT OF CORPORATE GOVERNANCE

The responsibilities of the AC include the following:

- review the Group's financial and operating results and accounting policies;
- review the significant financial reporting issues and judgments so as to ensure the integrity of the financial statements of the Company and any announcements relating to the Company's financial performance;
- review the periodic and annual announcements as well as the related press releases on the result and financial position of the Group;
- review the audit plan of the external auditors;
- review the consolidated financial statements of the Group before submission to the Board together with the external auditors' report on those financial statements;
- review and evaluate at least annually the adequacy and effectiveness of the Group's systems of internal controls and risk management;
- review the adequacy, effectiveness, independence, scope and results of the external audit and the internal audit;
- review and make recommendations to the Board on the re-appointment of external auditors of the Company and the Group;
- review and make recommendations to the Board on the remuneration and terms of engagement of the external auditors;
- review the effectiveness of the internal audit function and ensure co-ordination between the internal and external auditors and the Management;
- review the assurance from the Managing Director and the Chief Financial Officer on the financial records and financial statements;
- review interested person transactions;
- review any potential conflicts of interest;
- review the policy and arrangements for concerns about improprieties in financial reporting or other matters to be safely raised, independently investigated and appropriately followed up on;
- review and discuss with the external auditors and internal auditors any suspected fraud, irregularity or infringement of any relevant laws, rules or regulations, which has or is likely to have a material impact on the Group's operating results or financial position and the Management's response;
- undertake such reviews and projects as may be requested by the Board and report to the Board its findings from time to time on matters arising and requiring the attention of the AC; and
- generally undertake such other functions and duties which may be required by statute or the rules of the Catalist Rules, and by such amendments made thereto from time to time.

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Following discussions with the Management and the external auditors, the AC has determined that the following areas are the key risks of misstatement of the Group's financial statements. The table below indicates how these matters were discussed and addressed:

Significant Matter	How the Significant Matter was addressed by the AC
a) Impairment assessment of property, plant and equipment ("PPE")	The AC reviewed the Management's impairment assessment of the Group's PPE, including the key assumptions used in the cash flow projections and discount rates applied in determining the recoverable amounts. The AC discussed the assessment with the Management and the external auditors and reviewed the audit procedures performed. The AC agreed with the Management's assessment and the recognition of an impairment loss of \$492,000 for FY2025.
b) Impairment of investment in subsidiaries	The AC reviewed the Management's assessment of the recoverable amounts of the Company's investment in Advance Agri Pte. Ltd. ("AAPL") and the related valuation methodologies and assumptions applied. Following discussions with the Management and the external auditors, the AC agreed with the recognition of an impairment loss of \$716,000 for FY2025 in respect of the Company's investment in AAPL. The AC also noted that AAPL recognised an impairment loss of \$1.326 million for the same period on its investment in PT Advanced Agri Indonesia, which is reversed at the Group level upon consolidation.

The external auditors have included the above significant matters as key audit matters in their audit report for FY2025 together with a detailed description of the audit procedures adopted (refer to pages 67 to 68 of this Annual Report).

The Board is of the view that all the members of the AC collectively have relevant accounting or related financial management expertise and are appropriately qualified to discharge their responsibilities. The AC takes measures to keep abreast of the changes to accounting standards and issues which have a direct impact on financial statements, with updates being given by the external and internal auditors. The AC does not comprise former partners or directors of the Company's existing auditing firm within a period of two years commencing on the date of their ceasing to be a partner of the auditing firm and for as long as they have any financial interest in the auditing firm.

The Company has also set in place whistle-blowing procedures pursuant to which employees of the Group may, in confidence or anonymously, raise concerns about possible improprieties in matters of financial reporting or other matters. The objective for such arrangement is to ensure independent investigation of matters raised and to allow appropriate actions to be taken. The AC is responsible for the oversight and monitoring of whistleblowing procedures. All such investigations are undertaken by members of AC with the assistance of the Executive Directors and/or senior management, where appropriate to ensure that Rule 1204(18B) of the Catalist Rules is complied with. The procedures for submission of complaints have been explained to all employees of the Group. Following investigation and evaluation of a complaint, the AC will then decide on recommended disciplinary or remedial action, if any. The action so determined by the AC to be appropriate shall then be brought to the Board or to the appropriate members of senior management for authorisation or implementation, respectively. The Company is committed to ensure that employees making any reports will be treated fairly and protected from reprisal or detrimental or unfair treatment. The Company also ensures that the identity of such employees is kept confidential.

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There were no whistle-blowing letters or communication received during FY2025.

The AC has reviewed the work performed by the external auditors, Nexia Singapore PAC, after taking into consideration the relevant guidelines issued to the Audit Committees by the SGX-ST and/or the Singapore Accounting & Corporate Regulatory Authority.

After taking into consideration the adequacy of the resources and experience of Nexia Singapore PAC (including the audit partner in charge of auditing the Company), the other audit engagements of Nexia Singapore PAC, the number and experience of supervisory and professional staff assigned to review the Group as well as the Group's size and structure, the AC and the Board are of the view that Nexia Singapore PAC has been able to assist the Company in meeting its audit obligations and the Company is in compliance with Rule 712 of the Catalist Rules.

In accordance with Rule 1204(6) of the Catalist Rules, the audit fees payable to Nexia Singapore PAC for their audit for FY2025 are S\$80,000. The external auditors did not provide any non-audit services to the Company during FY2025.

Based on the independence confirmation provided by the external auditor and given that no non-audit services were provided by them in FY2025, the AC is satisfied with the independence and objectivity of the external auditors.

The Company engages different audit firms for its subsidiaries or significant associated companies and the names of these audit firms are disclosed on page 122 of this Annual Report. The Board and AC have reviewed the appointments of these audit firms and are of the view that the appointments of these other audit firms do not compromise the standard and effectiveness of the audit of the Company. Accordingly, the Company is in compliance with Rule 715 (when read with Rule 716) and Rule 717 of the Catalist Rules.

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 Shareholders are treated fairly and equitably to facilitate the exercise of their ownership rights. Written policies and procedures are implemented to ensure that there is adequate disclosure of development in the Group in accordance with the Catalist Rules.

Shareholder meetings are the principal forum for communication with Shareholders. Annual Reports and notices of the AGMs or any other Shareholder meetings (as the case may be) are sent to all Shareholders at least 14 days before the scheduled date of such meeting. The external auditors and the chairpersons of all the Board Committees are present to assist the Directors in addressing any relevant queries raised by the Shareholders. Appropriate management personnel are also present at general meetings to respond, if necessary, to operational questions from Shareholders. All Directors attended the AGM of the Company held during FY2025, except Ms Giam Ban Ian Giselia and Mr Frederik Christoph Groth, who were not yet appointed to the Board as of the AGM date, and Ms Celia Rusli.

STATEMENT OF CORPORATE GOVERNANCE

A Shareholder who is entitled to attend and vote may either vote in person or in absentia through the appointment of one or more proxies. The Constitution of the Company allows Shareholders to attend and vote at general meetings of the Company by proxies. A Shareholder of the Company may appoint up to two proxies to attend and vote on behalf of the Shareholder at shareholder meetings, save that no limit shall be imposed on the number of proxies for Shareholders that are nominee companies.

Resolutions to be passed at general meetings are always separate and distinct on each substantially separate issue so that Shareholders are better able to exercise their right to approve or deny the issue or motion, unless the issues are interdependent and linked so as to form one significant proposal.

At the general meetings, Shareholders are given the opportunity to voice their views, raise their concerns with the Directors or question the Management on matters relating to the Group and its operations. There is an open question and answer session at each general meeting during which Shareholders may raise questions or share their views regarding the proposed resolutions and the Company's business and affairs.

Votes at all Shareholder meetings are taken by poll so that Shareholders are accorded rights proportionate to their shareholding and all votes are counted. The procedures of the poll will be explained by the appointed scrutineers at the general meeting prior to the taking of the poll.

The Company Secretary prepares minutes of general meetings that include substantial and relevant comments or queries from Shareholders relating to the agenda of the meeting, and responses from the Board and the Management, and such minutes will be published on SGXNET and the Company's corporate website within one month after the general meeting. Results of the general meeting are also released as an announcement via SGXNET.

The Company does not have a fixed dividend policy. The form, frequency and amount of dividends will depend on the Company's earnings, general financial condition, results of operations, capital requirements, cash flow, general business condition, development plans and other factors as the Directors may deem appropriate. Notwithstanding the foregoing, any pay-out of dividends would be clearly communicated to Shareholders via announcements released on SGXNET.

No dividend has been declared or recommended for FY2025 as the Group has incurred losses for FY2025.

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 Board places great emphasis on investor relations with the Company to maintain a high standard of transparency so as to promote better investor communications. The Board is mindful of the obligations to provide timely disclosure of material information in accordance with the Corporate Disclosure Policy of the SGX-ST. All material information and financial results are released through SGXNET and where appropriate, through media releases.

The Group monitors the dissemination of material information to ensure that it is made publicly available on a timely and non-selective basis. Results and annual reports are announced or issued within the mandatory period. All press releases to explain the Group's strategy, performance and major developments are also made available on SGXNET.

STATEMENT OF CORPORATE GOVERNANCE

In presenting the annual and periodic financial statements to Shareholders, it is the aim of the Board to provide a detailed analysis and a balanced and understandable assessment of the Group's performance, financial position and prospects. In addition, the Company will also release timely announcements and news releases of significant corporate developments and activities so that the shareholders can have a detailed explanation and balanced assessment of the Group's financial position and prospects.

The Company is committed to regular and proactive communication with its shareholders in line with continuous disclosure obligations of the Company under the Catalist Rules. Pertinent information will be disclosed to Shareholders in a timely, fair and equitable manner. The Company does not practice selective disclosure. Price and/or trade sensitive information is first publicly released before the Company meets with any group of investors or analysts.

The Company does not have an investor relations policy but maintains a website (www.AdvancedHoldings.com) which allows the public to be aware of the Group's latest development and businesses. Shareholders can provide feedback to the Company via email to IRs@advancedholdings.com or via mail to the registered office address. Calls and emails requesting information are generally attended to promptly, taking into consideration the fact that key management personnel may need to consult with the Board or any of the Company's relevant advisors before communicating or disseminating certain information.

The notices of general meetings setting out the agenda are made available on the Company's website and SGXNET together with the annual report or circular, explanatory notes, and if necessary, letters to shareholders on the items of special business, at least 14 days before the general meetings called to pass ordinary resolutions or 21 days before general meetings called to pass special resolutions.

MANAGING STAKEHOLDERS 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 stakeholders as those who are impacted by the Group's business and operations as well as those who have a material impact on the Group's business and operations. Such stakeholders include employees, customers, community, government and regulators, and shareholders and investors. The Company engages its stakeholders through various channels to ensure that the business interests of the Group are balanced against the needs and interests of its stakeholders.

Please refer to the Sustainability Report of the Company which the Company has published together with this Annual Report for more details on the Company's strategy and key areas of focus in relation to the management of stakeholder relationships during FY2025.

As mentioned in the previous page, the Company maintains a website (www.AdvancedHoldings.com), which allows the stakeholders to communicate and engage with the Company.

STATEMENT OF CORPORATE GOVERNANCE

SUMMARY OF DISCLOSURES – CORPORATE GOVERNANCE

Rule 710 of the Catalist Rules requires Singapore-listed companies to describe their corporate governance practices with specific reference to the Code in their annual reports. This summary of disclosures describes our corporate governance practices with specific reference to the disclosure requirements in the principles and provisions of the Code.

Board Matters	Remuneration Matters	Shareholder Rights and Responsibilities
<p>The Board’s Conduct of Affairs</p> <p><u>Principle 1</u></p> <p>Provision 1.1 Page 17 Provision 1.2 Pages 18-19 Provision 1.3 Page 19 Provision 1.4 Page 18 Provision 1.5 Page 19 Provision 1.6 Page 20 Provision 1.7 Page 21</p> <p>Board Composition and Guidance</p> <p><u>Principle 2</u></p> <p>Provision 2.1 Page 21 Provision 2.2 Page 21 Provision 2.3 Page 21 Provision 2.4 Pages 22-23 Provision 2.5 Page 24</p> <p>Chairman and Chief Executive Officer</p> <p><u>Principle 3</u></p> <p>Provision 3.1 Page 24 Provision 3.2 Page 24 Provision 3.3 Page 24</p> <p>Board Membership</p> <p><u>Principle 4</u></p> <p>Provision 4.1 Pages 24-25 Provision 4.2 Page 24 Provision 4.3 Page 25 Provision 4.4 Pages 25-29 Provision 4.5 Page 25</p> <p>Board Performance</p> <p><u>Principle 5</u></p> <p>Provision 5.1 Pages 30-31 Provision 5.2 Page 30</p>	<p>Procedures for Developing Remuneration Policies</p> <p><u>Principle 6</u></p> <p>Provision 6.1 Page 31 Provision 6.2 Page 31 Provision 6.3 Page 32 Provision 6.4 Page 32</p> <p>Level and Mix of Remuneration</p> <p><u>Principle 7</u></p> <p>Provision 7.1 Page 32 Provision 7.2 Page 32 Provision 7.3 Page 32</p> <p>Disclosure on Remuneration</p> <p><u>Principle 8</u></p> <p>Provision 8.1 Pages 33-34 Provision 8.2 Page 35 Provision 8.3 Page 35</p> <p style="background-color: #d3d3d3;">Accountability and Audit</p> <p>Risk Management and Internal Controls</p> <p><u>Principle 9</u></p> <p>Provision 9.1 Page 35 Provision 9.2 Page 36</p> <p>Audit Committee</p> <p><u>Principle 10</u></p> <p>Provision 10.1 Page 39 Provision 10.2 Page 38 Provision 10.3 Page 40 Provision 10.4 Page 40 Provision 10.5 Pages 36, 38</p>	<p>Shareholder Rights and Conduct of General Meetings</p> <p><u>Principle 11</u></p> <p>Provision 11.1 Page 41 Provision 11.2 Page 42 Provision 11.3 Page 42 Provision 11.4 Page 42 Provision 11.5 Page 42 Provision 11.6 Page 42</p> <p>Engagement with Shareholders</p> <p><u>Principle 12</u></p> <p>Provision 12.1 Pages 42-43 Provision 12.2 Page 43 Provision 12.3 Page 43</p> <p style="background-color: #d3d3d3;">Managing Stakeholders Relationships</p> <p>Engagement with Stakeholders</p> <p><u>Principle 13</u></p> <p>Provision 13.1 Page 43 Provision 13.2 Page 43 Provision 13.3 Page 43</p>

STATEMENT OF CORPORATE GOVERNANCE

ADDITIONAL INFORMATION

SUSTAINABILITY REPORTING

The Company has published its Sustainability Report for FY2025 together with this Annual Report and is prepared in accordance with the Global Reporting Initiative Standards and in line with the requirements of the Catalyst Rules on sustainability reporting. The report highlights the key economic, environmental, social and governance factors such as economic performance, emission and occupational health and safety and include the climate-related disclosure as recommended by the Task Force on Climate-related Financial Disclosure. The Group is in the process of aligning its climate-related disclosures to the International Sustainability Standards Board Standards – International Financial Reporting Standards S1 and S2.

INTERESTED PERSON TRANSACTIONS

The Company has established internal control policies to ensure transactions with interested persons are properly reviewed and approved, and are conducted on an arm's length basis.

If the Company does enter into an interested person transaction, and a potential conflict of interest arises, the Director concerned will abstain from any discussions and will also refrain from exercising any influence over other members of the Board.

There were no discloseable interested person transactions during FY2025.

SECURITIES TRANSACTIONS

The Board has in place a policy on share dealings. All Directors, officers and staff of the Group who have access to price-sensitive and confidential information are not permitted to deal in the Company's shares during the period commencing one month before the announcement of the Group's half year and full year results, and ending on the date of the announcement of such results. All Directors, officers and staff of the Group are also expected to observe insider trading laws at all times even when dealing in securities within the permitted trading period. In addition, the policy discourages trading in the Company's securities on short term considerations. The Company does not have a share buyback plan and therefore does not deal in its own shares.

MATERIAL CONTRACTS

There are no material contracts entered into by the Company or any of its subsidiaries involving the interest of the Managing Director or any Director or Controlling Shareholders.

NON-SPONSOR FEES

No non-sponsor fees were paid to the Company's sponsor, UOB Kay Hian Private Limited for FY2025.

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION / APPOINTMENT AT THE AGM

Mr Danny Lien Chong Tuan, Mr Ang Meng Hai Markus David, Ms Giam Ban Ian Giselia and Mr Frederik Christoph Groth are the Directors seeking re-election at the forthcoming annual general meeting of the Company to be convened on 27 April 2026 (“**AGM**”) (collectively, the “**Retiring Directors**” and each a “**Retiring Director**”). In addition, Mr Pang Gerald is proposed to be appointed as Director at the AGM (the “**Proposed Director**”).

Pursuant to Rule 720(5) of the Catalist Rules, the information relating to the Retiring Directors and Proposed Director as set out in Appendix 7F to the Catalist Rules is set out below:

Name of Retiring Director/ Proposed Director	DANNY LIEN CHONG TUAN	ANG MENG HAI MARKUS DAVID
Date of Appointment	29 April 2024	29 April 2024
Dates of last re-appointment	25 April 2025	25 April 2025
Age	63	49
Country of principal residence	Singapore	Singapore
The Board’s comments on this appointment (including rationale, selection criteria, board diversity considerations, and the search and nomination process)	The Board of Directors of the Company has considered, among others, the recommendation of the Nominating Committee and has reviewed and considered the qualifications, work experience and suitability of Mr Danny Lien Chong Tuan for re-appointment as an Independent Director. The Board has reviewed and concluded that Mr Danny Lien Chong Tuan possesses the experience, expertise, knowledge and skills to contribute towards the core competencies of the Board and the relevant Board Committees.	The Board of Directors of the Company has considered, among others, the recommendation of the Nominating Committee and has reviewed and considered the qualifications, work experience and suitability of Mr Ang Meng Hai Markus David for re-appointment as a Non-Executive Director. The Board has reviewed and concluded that Mr Ang Meng Hai Markus David possesses the experience, expertise, knowledge and skills to contribute towards the core competencies of the Board and the relevant Board Committees.
Whether appointment is executive, and if so, the area of responsibility	Non-executive.	Non-executive.
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Independent Director, Chairman of the Remuneration Committee, and Member of the Audit Committee and Nominating Committee	Non-Executive Director and a member of the Nominating Committee and Remuneration Committee
Professional qualifications	Owner President Management (OPM) Program from Harvard Business School Masters of Business Administration (MBA) from University of Chicago Booth School of Business Bachelor of Business Administration (BBA) from University of Miami, Florida	Dipl. Ing (MSc) Electrical & Electronic Engineering from RWTH Aachen University in North Rhine-Westphalia

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION / APPOINTMENT AT THE AGM

Name of Retiring Director/ Proposed Director	DANNY LIEN CHONG TUAN	ANG MENG HAI MARKUS DAVID
Working experience and occupation(s) during the past 10 years	<p>2021 – Present: Chief Executive Officer, Genesis Solutions Pte Ltd</p> <p>2019 – 2020: Non-Executive Director, Amos Group Ltd</p> <p>2004 – 2019: Founder & Managing Director, Amos International (S) Pte Ltd</p>	<p>March 2019 – Present: CEO, GITC Pte Ltd</p> <p>March 2021 – Present: Managing Director of Agrimark Pte Ltd</p> <p>August 2021 – January 2024: CEO of Kurdistan Pipeline Company Pte. Ltd.</p> <p>May 2011 – March 2019: BCS Business Consulting Services Pte Ltd</p>
Shareholding interest in the Company and its subsidiaries	Nil	Mr Ang holds 3,800,000 shares in Advanced Holdings Ltd. and has an effective shareholding of 10% in Advanced Agri Pte. Ltd.
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the Company and/or substantial shareholder of the Company or of any of its principal subsidiaries	Nil	<p>Yes. Mr Ang is currently a non-executive director of the Company's subsidiary, Advanced Agri Pte. Ltd. In addition, Mr Ang is also a shareholder and director of Agrimark Pte Ltd, being the Company's joint venture partner, which holds 40% interest in Advanced Agri Pte. Ltd.</p> <p>Mr Ang is also the brother of Mr Ang Meng Kuan Tobias, the Group Chief Operating Officer.</p>
Conflict of Interest (including any competing business)	Nil	Mr Ang is a shareholder and director of Agrimark Pte Ltd which is also involved in the agricultural business. Should any conflict-related matters arise, Mr Ang will abstain from voting on these matters.
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) has been submitted to the Company	Yes	Yes

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION / APPOINTMENT AT THE AGM

Name of Retiring Director/ Proposed Director	DANNY LIEN CHONG TUAN	ANG MENG HAI MARKUS DAVID
<p>Other Principal Commitments*</p> <p>Including Directorships (for the last 5 years)</p> <p>*“Principal Commitments” has the same meaning as defined in the Code 2018.</p>	<p><u>Present:</u></p> <p>Chief Executive Officer of Genesis Solution Pte Ltd</p> <p>Director of Cold Chain Company Pte Ltd</p> <p>Director of Imafit Pte Ltd</p> <p>Director of Bemo MMP Rail Systems Pte Ltd</p> <p><u>Past:</u></p> <p>Director of Mirai Marine Valves Pte Ltd</p> <p>Non-Executive Director of Amos Group Ltd</p> <p>Director of the Institute for Human Resource Professionals Limited</p> <p>Director of Alpha & Omega Media Production Pte Ltd</p>	<p><u>Present:</u></p> <p>CEO, GITC Pte Ltd</p> <p>Director of Agrimark Pte. Ltd.</p> <p>Director of Advanced Agri Pte. Ltd.</p> <p>Director of Almara Holdings Pte. Ltd.</p> <p>Director of Eurasia Business Network Pte. Ltd.</p> <p>Director of AIX Management Pte. Ltd.</p> <p>Director of Raffles Capital Holdings Pte. Ltd.</p> <p>Director of F.Canning Pte. Ltd.</p> <p>Director of Locanis Technologies Pte. Ltd.</p> <p>Director of Eurasian Partners Consulting Pte. Ltd.</p> <p>Director of Social Ventures Projects Pte. Ltd.</p> <p><u>Past:</u></p> <p>Director of Lionstep Raffles Capital Investment Pte. Ltd.</p> <p>Director of AV Asia Developments Pte. Ltd.</p> <p>Director of Minerals & Metals Group (Pte.) Ltd.</p> <p>Director of Andra Offshore Services Pte. Ltd.</p> <p>Director of Kurdistan Pipeline Company Pte. Ltd.</p> <p>Director of Upstream Projects Pte. Ltd.</p> <p>Director of RN Middle East Pte. Ltd.</p> <p>Director of Westgate Holding Pte. Ltd.</p> <p>Director of IS Pacific Pte Ltd.</p>

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION / APPOINTMENT AT THE AGM

Name of Retiring Director/ Proposed Director	DANNY LIEN CHONG TUAN	ANG MENG HAI MARKUS DAVID
(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
(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	No
(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

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION / APPOINTMENT AT THE AGM

Name of Retiring Director/ Proposed Director	DANNY LIEN CHONG TUAN	ANG MENG HAI MARKUS DAVID
(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
(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

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION / APPOINTMENT AT THE AGM

Name of Retiring Director/ Proposed Director	DANNY LIEN CHONG TUAN	ANG MENG HAI MARKUS DAVID
(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
<p>(j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:-</p> <p>(i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or</p> <p>(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</p> <p>(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</p> <p>(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,</p> <p>in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?</p>	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION / APPOINTMENT AT THE AGM

Name of Retiring Director/ Proposed Director	DANNY LIEN CHONG TUAN	ANG MENG HAI MARKUS DAVID
(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
<p>Any prior experience as a director of a listed company?</p> <p>If yes, please provide details of prior experience.</p> <p>If no, please state if the director has attended or will be attending training on the roles and responsibilities of a director of a listed issuer as prescribed by the Exchange. Please provide details of relevant experience and the nominating committee's reasons for not requiring the director to undergo training as prescribed by the Exchange (if applicable).</p>	Not applicable	Not applicable

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION / APPOINTMENT AT THE AGM

Name of Retiring Director/ Proposed Director	GIAM BAN IAN GISELIA	FREDERIK CHRISTOPH GROTH	PANG GERALD
Date of Appointment	24 June 2025	2 April 2026	N.A.
Dates of last re-appointment	N.A.	N.A.	N.A.
Age	58	52	43
Country of principal residence	Singapore	Singapore	Singapore
The Board's comments on this appointment (including rationale, selection criteria, board diversity considerations, and the search and nomination process)	The Board of Directors of the Company has considered, among others, the recommendation of the Nominating Committee and has reviewed and considered the qualifications, work experience and suitability of Ms Giam Ban Ian Giselia for re-appointment as an Independent Director. The Board has reviewed and concluded that Ms Giam Ban Ian Giselia possesses the experience, expertise, knowledge and skills to contribute towards the core competencies of the Board and the relevant Board Committees.	The Board of Directors of the Company has considered, among others, the recommendation of the Nominating Committee and has reviewed and considered the qualifications, work experience and suitability of Mr Frederik Christoph Groth for re-appointment as an Independent Director. The Board has reviewed and concluded that Mr Frederik Christoph Groth possesses the experience, expertise, knowledge and skills to contribute towards the core competencies of the Board and the relevant Board Committees.	The Board of Directors of the Company has considered, among others, the recommendation of the Nominating Committee and has reviewed and considered the qualifications, work experience and suitability of Mr Pang Gerald for appointment as Executive Director and Chief Executive Officer. The Board has reviewed and concluded that Mr Pang Gerald possesses the experience, expertise, knowledge and skills to contribute towards the core competencies of the Board.
Whether appointment is executive, and if so, the area of responsibility	Non-executive.	Non-executive.	Executive. Responsible for the day-to-day operations of the Group and ensure quality flow of information between the Board and the Management.
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Independent Director, Chairman of the Audit Committee, and Member of the Nominating Committee and Remuneration Committee	Independent Director, Member of the Audit Committee, Nominating Committee and Remuneration Committee	Executive Director and Chief Executive Officer

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION / APPOINTMENT AT THE AGM

Name of Retiring Director/ Proposed Director	GIAM BAN IAN GISELIA	FREDERIK CHRISTOPH GROTH	PANG GERALD
Professional qualifications	<p>Master of Business Administration, Eastern Michigan University, USA</p> <p>Bachelor of Accountancy, National University of Singapore</p> <p>GCE 'A' Level, Temasek Junior College</p>	<p>Senior COFCO Executive Leadership Program from IMD, Lausanne</p> <p>Executive Development Program from Havard Business School</p> <p>Management Acceleration Program at INSEAD</p> <p>Studies of foreign trade at the "foreign trading academy", combined with an employment in Alfred C. Toepfer International, Hamburg from the Foreign Trade Academy</p>	<p>Bachelor of Accountancy, Nanyang Technological University</p>
Working experience and occupation(s) during the past 10 years	<p>June 2018 – Present: Senior Vice President, Administration & Chief Financial Officer, Singapore University of Technology & Design</p> <p>April 2012 – May 2018: Senior Director, Finance & Corporate Services, Singapore University of Technology & Design</p>	<p>2020 – 2025: Managing Director & CEO, Aditya Birla Global Trading</p> <p>2018 – 2020: Managing Director APAC (excluding China), COFCO International</p> <p>2014 – 2018: CEO of ADM (Archer Daniels Midland) - Agricultural Services Asia Pacific</p>	<p>2025 – Present : Director, Southbay Group Pte Ltd</p> <p>2023 – Present: Director, Camaraderie Pte Ltd</p> <p>2009 – Present: Director, Vertex DG Pte Ltd (pending strike-off)</p> <p>2016 – 2025: Director-Strategy, Agricore Global Pte Ltd</p>
Shareholding interest in the Company and its subsidiaries	Nil	Nil	Nil
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the Company and/or substantial shareholder of the Company or of any of its principal subsidiaries	Nil	Nil	Yes. Mr Pang Gerald is the brother in law of Mr Nelson Herijanto, Director of Business Operations of PT Advanced Agri Indonesia, a subsidiary of the Company. Mr Pang Gerald also has a 24.75% interest in Agricore Global Pte Ltd, an associate company of the Company.

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION / APPOINTMENT AT THE AGM

Name of Retiring Director/ Proposed Director	GIAM BAN IAN GISELIA	FREDERIK CHRISTOPH GROTH	PANG GERALD
Conflict of Interest (including any competing business)	Nil	Nil	Nil
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) has been submitted to the Company	Yes	Yes	Yes
Other Principal Commitments* Including Directorships (for the last 5 years) **“Principal Commitments” has the same meaning as defined in the Code 2018.	<p><u>Present:</u></p> <p>Senior Vice President, Administration and Chief Financial Officer, Singapore University of Technology and Design</p> <p><u>Past:</u></p> <p>N.A.</p>	<p><u>Present:</u></p> <p>Director of Groth F&S Real Estate Hamburg</p> <p><u>Past:</u></p> <p>Managing Director and CEO of Aditya Birla Global Trading</p> <p>Director of Aditya Birla Global Trading (Singapore) Pte. Ltd.</p> <p>Director of Aditya Birla Global Trading Project Management Services LLC</p>	<p><u>Present:</u></p> <p>Director of Advanced Agri Trading and Services Pte Ltd (f.k.a. Advanced Controls Pte Ltd)</p> <p>Director of Advanced Engineering Holdings Pte. Ltd.</p> <p>Director of Advanced Agri Pte Ltd</p> <p>Director of Southbay Group Pte Ltd</p> <p>Director of Camaraderie Pte Ltd</p> <p>Director of Vertex DG Pte Ltd (pending strike-off)</p> <p><u>Past:</u></p> <p>Director-Strategy of Agricore Global Pte Ltd</p>

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION / APPOINTMENT AT THE AGM

Name of Retiring Director/ Proposed Director	GIAM BAN IAN GISELIA	FREDERIK CHRISTOPH GROTH	PANG GERALD
(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	No
(b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he 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	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION / APPOINTMENT AT THE AGM

Name of Retiring Director/ Proposed Director	GIAM BAN IAN GISELIA	FREDERIK CHRISTOPH GROTH	PANG GERALD
(c) Whether there is any unsatisfied judgment against him?	No	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	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	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION / APPOINTMENT AT THE AGM

Name of Retiring Director/ Proposed Director	GIAM BAN IAN GISELIA	FREDERIK CHRISTOPH GROTH	PANG GERALD
(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	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	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	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION / APPOINTMENT AT THE AGM

Name of Retiring Director/ Proposed Director	GIAM BAN IAN GISELIA	FREDERIK CHRISTOPH GROTH	PANG GERALD
(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	No
(j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:– (i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or (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	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION / APPOINTMENT AT THE AGM

Name of Retiring Director/ Proposed Director	GIAM BAN IAN GISELIA	FREDERIK CHRISTOPH GROTH	PANG GERALD
<p>(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</p> <p>(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,</p> <p>in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?</p>			
<p>(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?</p>	No	No	No

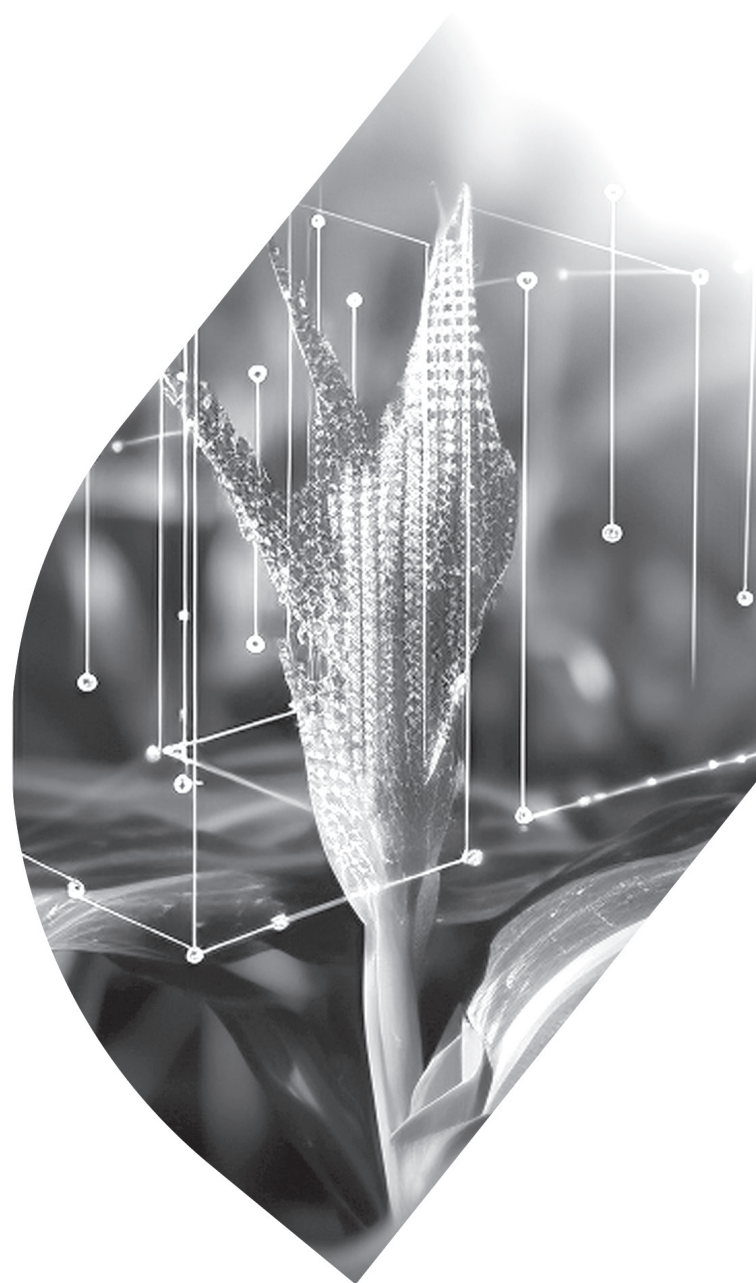
ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION / APPOINTMENT AT THE AGM

Name of Retiring Director/ Proposed Director	GIAM BAN IAN GISELIA	FREDERIK CHRISTOPH GROTH	PANG GERALD
<p>Any prior experience as a director of a listed company?</p> <p>If yes, please provide details of prior experience.</p> <p>If no, please state if the director has attended or will be attending training on the roles and responsibilities of a director of a listed issuer as prescribed by the Exchange. Please provide details of relevant experience and the nominating committee's reasons for not requiring the director to undergo training as prescribed by the Exchange (if applicable).</p>	<p>Ms Giam Ban Ian Giselia has completed the training in the roles of responsibilities of a director for a listed issuer as prescribed by the Exchange.</p>	<p>No. The Company will make arrangements for Mr Frederik Christoph Groth to attend the training in the roles and responsibilities of a director for a listed issuer as prescribed by the Exchange within one year from the date of his appointment to the Board.</p>	<p>No. The Company will make arrangements for Mr Pang Gerald to attend the training in the roles and responsibilities of a director for a listed issuer as prescribed by the Exchange within one year from the date of his appointment to the Board.</p>

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DIRECTORS' STATEMENT

For the Financial Year Ended 31 December 2025

The directors present their statement together with the audited consolidated financial statements of Advanced Holdings Ltd. (the “Company”) and its subsidiaries (the “Group”), and the statement of financial position and statement of changes in equity of the Company for the financial year ended 31 December 2025.

Opinion of the directors

In the opinion of the directors,

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

Directors

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

Dr. Wong Kar King
BG (RET) Lim Yeow Beng
Ms. Tay Bee Gek
Mr. Danny Lien Chong Tuan
Mr. Ang Meng Hai Markus David
Ms. Giam Ban Ian Giselia (Appointed on 24 June 2025)
Ms. Celia Rusli (Resigned on 25 April 2025)

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' STATEMENT

For the Financial Year Ended 31 December 2025

Directors' interest in shares and debentures

The directors of the Company holding office at the end of the financial year had no interests in the share capital and debentures of the Company and related corporations as recorded in the register of directors' shareholdings kept by the Company under Section 164 of the Singapore Companies Act 1967 except as follows:

	Shareholdings registered in name of director		Shareholdings in which directors are deemed to have an interest	
	At beginning of the year or date of appointment	At end of the year	At beginning of the year or date of appointment	At end of the year
Name of directors and company in which interests is held				
<u>Advanced Holdings Ltd.</u>				
(Ordinary shares)				
Dr. Wong Kar King	25,402,109	1,852,109	–	–
BG (RET) Lim Yeow Beng	6,666	6,666	–	–
Mr. Ang Meng Hai Markus David	3,200,000	3,200,000	600,000	600,000

The directors' interests in the ordinary shares of the Company as at 21 January 2026 were the same as at 31 December 2025.

Share options

During the financial year, no option to take up unissued shares of the Company or any corporation in the Group was granted.

During the financial year, there were no shares of the Company or any corporation in the Group issued by virtue of the exercise of an option to take up unissued shares.

At the end of the financial year, there were no unissued shares of the Company or any corporation in the Group under option.

Audit Committee

The Audit Committee of the Company, comprising all independent directors, is chaired by Ms. Giam Ban Ian Giselia, and includes BG (RET) Lim Yeow Beng and Mr. Danny Lien Chong Tuan. The Audit Committee has met three times since the last Annual General Meeting ("AGM") and has reviewed the following, where relevant, with the executive directors and independent and internal auditors of the Company:

- (a) the audit plans of the internal auditors of the Group and the Company and ensured the adequacy of the Group's system of internal accounting controls and the co-operation given by the Company's management to the independent and internal auditors;
- (b) the Group's financial and operating results and accounting policies;

DIRECTORS' STATEMENT

For the Financial Year Ended 31 December 2025

Audit Committee (Cont'd)

- (c) the periodic and annual announcements on the results and financial position of the Group and the Company before their submission to the Board of Directors;
- (d) the annual audit plan of the Company's independent auditor and the results of their examination of the financial information of the Company, the consolidated financial statements of the Group and the independent auditor's report on those financial statements before their submission to the Board of Directors;
- (e) effectiveness of the material internal controls of the Group, including financial, operational and compliance controls and risk management via reviews carried out by the internal auditors;
- (f) met with the independent auditors, other committees, and management in separate executive sessions to discuss any matters that these groups believe should be discussed privately with the Audit Committee;
- (g) 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;
- (h) the cost effectiveness and the independence and objectivity of the independent auditors;
- (i) the nature and extent of non-audit services provided by the independent auditors;
- (j) recommended to the Board of Directors the independent auditors to be nominated, approved the compensation of the independent auditors and reviewed the scope and results of the audit;
- (k) reported actions and minutes of the Audit Committee to the Board of Directors with such recommendations as the Audit Committee considers appropriate; and
- (l) reviewed interested person transactions in accordance with the requirements of the Singapore Exchange Securities Trading Limited's ("SGX-ST") Listing Manual.

Auditors

Nexia Singapore PAC have expressed their willingness to accept re-appointment as auditors.

On behalf of the board of directors:

Dr Wong Kar King
Director

BG (RET) Lim Yeow Beng
Director

Signed on: March 31, 2026

INDEPENDENT AUDITOR'S REPORT

To the Members of Advanced Holdings Ltd.

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Advanced Holdings Ltd. (the “**Company**”) and its subsidiaries (collectively, the “**Group**”), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity of the Group and statement of changes in equity of the Company and consolidated statement of cash flows 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 and the statement of financial position and the statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Singapore Companies Act 1967 (the “**Act**”) and Singapore Financial Reporting Standards (International) (“**SFRS(I)s**”) so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2025, and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and of the 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 (“**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 (“**ACRA**”) *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* (“**ACRA Code**”), as applicable to audits of financial statements of public interest entities, together with the ethical requirements that are relevant to audits of the financial statements of public interest entities in Singapore. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

INDEPENDENT AUDITOR'S REPORT

To the Members of Advanced Holdings Ltd.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current year. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Impairment assessment of property, plant and equipment	Audit Response/ Procedures
<p><u>Risk identified</u></p> <p>The carrying amount of the Group's property, plant and equipment ("PPE") assets amounted to \$6.8 million (2024: \$8.4 million) as at 31 December 2025. These assets comprised, in aggregate, approximately 21.4% (2024: 21.9%) of the total assets of the Group.</p> <p>Management has assessed the recoverable amount of the PPE based on the higher of the value-in-use ("VIU") and fair value less costs of disposal (FVLCD). Based on the outcome of this impairment test, the Group recognised an impairment loss of \$492,000 (2024: Nil). This assessment required management to use significant judgement over the assumptions and estimations in performing the cash flow forecast. The key assumptions and estimates used are the annual revenue growth rate of the corn processing business, availability of supply of wet corns, forecasted gross margins, estimated operating expenses, machine capacity utilisation, terminal rate and discount rate used to discount the future cash flow to its present value. As such, we determined that this is a key audit matter.</p> <p>Refer to Notes 3 and 16 to the accompanying financial statements.</p>	<p>Our audit procedures included the following:</p> <ul style="list-style-type: none"> a) Review the appropriateness of the cash generating units ("CGUs") (defined as the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets) as identified by the management. b) Review for external and internal indicators of impairment of the CGUs associated with the PPE assets. c) Review management's estimates and key assumptions adopted in assessing for impairment indicators and VIU and the FVLCD calculations for determining the recoverable amount of the PPE assets. Such estimates and assumptions include cash flow projections, discount rates, growth rates, supply chain risks, and direct costs, budgeted gross profit margin, machine capacity utilisation rate, inflation rate and terminal rate. d) Review the robustness of management's budgeting process by comparing the actual financial performance against previously forecasted results. e) If and when planning to use the work of an expert (e.g. professional valuer), evaluate whether the expert has the necessary competence, capabilities and objectivity for the required purposes. f) Review the adequacy of the work performed, including the valuation methodologies, estimates and assumptions used by management (and the expert) in arriving at the recoverable amount. g) Evaluate management's conclusion to recognise impairment loss, if any. h) Review the disclosure of significant judgements, estimates and assumptions used in determining the recoverable amounts of the CGUs and the PPE assets.

INDEPENDENT AUDITOR'S REPORT

To the Members of Advanced Holdings Ltd.

Key Audit Matters (Cont'd)

Impairment assessment of investment in subsidiaries (Company)	Audit Response/ Procedures
<p>The carrying amount of the Company's investment in subsidiaries amounted to \$23.678 million (2024: \$23.678 million) as at 31 December 2025.</p> <p>In accordance with SFRS(I) 1-36 Impairment of Assets, the subsidiaries are reviewed at each reporting date to determine whether there is any indication of impairment.</p> <p>Management has assessed the recoverable amounts of its investments in subsidiaries based on the higher of the VIU and FVLCD. FVLCD was determined based on adjusted net assets value, comprising related parties balances, cash and cash equivalents and related net assets balances.</p> <p>Based on the assessment, impairment losses of \$0.7 million (2024: \$1.8 million) were recognised in the Company's profit or loss for the financial year ended 31 December 2025 in respect of the Company's cost of investment in a subsidiary, Advance Agri Pte Ltd (AAPL).</p> <p>An impairment loss was also recognised in the books of AAPL in respect of its investment in subsidiary, PT Advanced Agri Indonesia (PTAAI), of \$1.3 million (2024: \$3.8 million) as at 31 December 2025. Impairment losses are reversed at the Group level upon consolidation. We considered this to be a key audit matter due to the significant management judgement and estimates used.</p> <p>Refer to Notes 3 and 19 to the accompanying financial statements.</p>	<p>Our audit procedures included, amongst others:</p> <ul style="list-style-type: none"> a) Review for external and internal indicators of impairment of the investment in subsidiaries. b) Ascertain that the recoverable amount of investment in subsidiaries is measured at the higher of VIU and FVLCD. c) Review management's estimates and key assumptions adopted in assessing for impairment indicators and in the FVLCD and VIU calculations for determining the recoverable amount of the investment in subsidiaries. Such estimates and assumptions include cash flow projections, discount rates, supply chain risks, growth rates, direct costs, budgeted gross profit margin, machine capacity utilisation rate, terminal rate and inflation rate. d) If and when planning to use the work of an expert (e.g. professional valuer), evaluate whether the expert has the necessary competence, capabilities and objectivity for the required purposes. The evaluation of objectivity must include inquiry regarding interests and relationships that may create a threat to that expert's objectivity. e) Review the adequacy of the work performed, including significant judgement, estimates and assumptions used by management (and the expert) in arriving at the recoverable amounts. f) Evaluate management's conclusion to recognise impairment loss, if any.

INDEPENDENT AUDITOR'S REPORT

To the Members of Advanced Holdings Ltd.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report 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)s, 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 judgement and maintain professional skepticism 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.

INDEPENDENT AUDITOR'S REPORT

To the Members of Advanced Holdings Ltd.

Auditor's Responsibilities for the Audit of the Financial Statements (Cont'd)

- 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, actions taken to eliminate threats or safeguards applied.

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 Chang Fook Kay.

NEXIA SINGAPORE PAC

Public Accountants and
Chartered Accountants
Singapore

Date: March 31, 2026

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the Financial Year Ended 31 December 2025

	Note	2025 \$'000	2024 \$'000
Continuing Operations			
Revenue	4	6,284	4,184
Cost of sales		(6,319)	(4,363)
Gross result		(35)	(179)
Other operating income (including interest income of \$493,000 (2024: \$846,000))	5	515	852
Distribution and marketing costs		(2)	(5)
Administrative expenses		(3,122)	(3,500)
Other losses, net	6	(1,702)	(113)
Finance costs	7	(313)	(408)
Loss before taxation from continuing operations	8	(4,659)	(3,353)
Income tax credit/ (expense)	9	9	(213)
Loss from continuing operations, net of tax		(4,650)	(3,566)
Discontinued operations			
Loss from discontinued operations, net of tax	10	–	(416)
Loss for the year		(4,650)	(3,982)
Other comprehensive income/ (loss)			
<i>Items that may be reclassified subsequently to profit or loss:</i>			
Effects of foreign currency translation and reclassification adjustments on disposal of subsidiary		142	(1)
Total comprehensive loss for the year		(4,508)	(3,983)

The accompanying notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the Financial Year Ended 31 December 2025

	Note	2025	2024
		\$'000	\$'000
Loss attributable to:			
Owners of the Company			
Loss from continuing operations, net of tax		(3,197)	(2,516)
Loss from discontinued operations, net of tax		–	(416)
		<u>(3,197)</u>	<u>(2,932)</u>
Non-controlling interests			
Loss from continuing operations, net of tax		(1,453)	(1,050)
		<u>(4,650)</u>	<u>(3,982)</u>
Total comprehensive loss attributable to:			
Owners of the Company			
Loss from continuing operations, net of tax		(3,124)	(2,505)
Loss from discontinued operations, net of tax		–	(416)
		<u>(3,124)</u>	<u>(2,921)</u>
Non-controlling interests			
Loss from continuing operations, net of tax		(1,384)	(1,062)
		<u>(4,508)</u>	<u>(3,983)</u>
Losses per share (cents)			
From continuing operations attributable to equity owners			
Basic and diluted	11	(3.16)	(2.48)
From discontinued operations attributable to equity owners			
Basic and diluted	11	<u>–</u>	<u>(0.41)</u>

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF FINANCIAL POSITION

As at 31 December 2025

	Note	Group		Company	
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
ASSETS					
Current assets					
Cash and bank balances	12	23,479	27,086	5,537	9,753
Trade receivables	13	83	609	2	10
Other receivables and prepayments	14	829	542	780	70
Inventories	15	441	1,512	–	–
Total current assets		24,832	29,749	6,319	9,833
Non-current assets					
Property, plant and equipment	16	6,824	8,387	289	340
Right-of-use assets	17	144	159	–	6
Goodwill on consolidation	18	–	–	–	–
Investments in subsidiaries	19	–	–	23,678	23,678
Investment in an associate	20	–	–	–	–
Loans to a subsidiary	21	–	–	5,433	4,954
Deferred tax assets	22	58	54	–	–
Total non-current assets		7,026	8,600	29,400	28,978
Total assets		31,858	38,349	35,719	38,811

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF FINANCIAL POSITION

As at 31 December 2025

	Note	Group		Company	
		2025	2024	2025	2024
		\$'000	\$'000	\$'000	\$'000
LIABILITIES AND EQUITY					
Current liabilities					
Bank borrowings	23	–	736	–	469
Trade and other payables	24	800	512	12,300	12,793
Loan from a third party	26	462	–	–	–
Lease liabilities	25	23	30	–	8
Income tax payable		–	9	–	–
Total current liabilities		1,285	1,287	12,300	13,270
Non-current liabilities					
Bank borrowings	23	–	–	–	–
Lease liabilities	25	46	61	–	–
Loans from non-controlling interests and a third party	26	4,612	7,298	–	–
Employee benefit liability	27	83	51	–	–
Total non-current liabilities		4,741	7,410	–	–
Total liabilities		6,026	8,697	12,300	13,270
Capital, reserves and non-controlling interests					
Share capital	28	47,433	47,433	47,433	47,433
Treasury shares	29	(1,837)	(1,837)	(1,837)	(1,837)
Foreign currency translation reserve	30	(86)	(159)	–	–
Accumulated losses		(18,285)	(15,088)	(22,177)	(20,055)
Equity attributable to owners of the Company		27,225	30,349	23,419	25,541
Non-controlling interests		(1,393)	(697)	–	–
Total equity		25,832	29,652	23,419	25,541
Total liabilities and equity		31,858	38,349	35,719	38,811

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

For the Financial Year Ended 31 December 2025

Group	Attributable to equity holders of the Company						Total equity
	Share capital (Note 28)	Treasury shares (Note 29)	Foreign currency translation reserve (Note 30)	Accumulated losses	Attributable to equity holders of the Company	Non-controlling interests	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
2025							
Balance as at 1 January 2025	47,433	(1,837)	(159)	(15,088)	30,349	(697)	29,652
Loss for the year	-	-	-	(3,197)	(3,197)	(1,453)	(4,650)
Other comprehensive income for the year			73		73	69	142
Total comprehensive loss for the year			73	(3,197)	(3,124)	(1,384)	(4,508)
<u>Others</u>							
Present value of loan from non-controlling interests (Note 26)	-	-	-	-	-	688	688
Total others	-	-	-	-	-	688	688
Balance as at 31 December 2025	47,433	(1,837)	(86)	(18,285)	27,225	(1,393)	25,832
2024							
Balance as at 1 January 2024	47,433	(1,837)	(158)	(12,156)	33,282	212	33,494
Loss for the year	-	-	-	(2,932)	(2,932)	(1,050)	(3,982)
Other comprehensive income for the year	-	-	11	-	11	(12)	(1)
Total comprehensive loss for the year	-	-	11	(2,932)	(2,921)	(1,062)	(3,983)
<u>Others</u>							
Deemed control of new subsidiary	-	-	(12)	-	(12)	(1)	(13)
Present value of loan from non-controlling interests (Note 26)	-	-	-	-	-	154	154
Total others	-	-	(12)	-	(12)	153	141
Balance as at 31 December 2024	47,433	(1,837)	(159)	(15,088)	30,349	(697)	29,652

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

For the Financial Year Ended 31 December 2025

Company	Share capital (Note 28)	Treasury shares (Note 29)	Accumulated losses	Total
	\$'000	\$'000	\$'000	\$'000
Balance as at 1 January 2024	47,433	(1,837)	(16,790)	28,806
Loss for the year, representing total comprehensive loss for the year	-	-	(3,265)	(3,265)
Balance as at 31 December 2024 and 1 January 2025	47,433	(1,837)	(20,055)	25,541
Loss for the year, representing total comprehensive loss for the year	-	-	(2,122)	(2,122)
Balance as at 31 December 2025	47,433	(1,837)	(22,177)	23,419

The accompanying notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the Financial Year Ended 31 December 2025

	Note	Group	
		2025	2024
		\$'000	\$'000
Operating activities			
Loss before taxation from continuing operations		(4,659)	(3,353)
Loss before taxation from discontinued operations		–	(416)
Loss before taxation		(4,659)	(3,769)
Adjustments for:			
Depreciation of property, plant and equipment	16	482	436
Depreciation of right-of-use assets	17	48	68
Allowance for expected credit loss on trade receivables	6	106	–
Impairment loss on property, plant and equipment	6	492	–
Interest expense on bank borrowings	7	4	32
Interest expense on loans from non-controlling interests	7	227	333
Interest expense on loans from a third party	7	75	26
Interest expense on lease liabilities	7	7	17
Interest income	5	(493)	(846)
Gain on lease modification	25	(11)	–
Post-employment benefit expenses	8	39	10
Loss on disposal of subsidiary	19	–	711
Gain on liquidation of subsidiary	6	–	(2)
Unrealised exchange loss		684	–
Operating cash flows before movements in working capital		(2,999)	(2,984)
Decrease/ (Increase) in inventories		1,179	(1,363)
Increase in contract assets		–	(1,255)
Decrease in trade receivables		463	991
Decrease/ (Increase) in other receivables and prepayments		135	(341)
Increase in contract liabilities		–	558
Increase/ (Decrease) in trade and other payables		307	(1,457)
Cash used in operations		(915)	(5,851)
Income tax paid		–	(273)
Interest received		583	897
Net cash flows used in operating activities		(332)	(5,227)

The accompanying notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the Financial Year Ended 31 December 2025

	Note	Group	
		2025	2024
		\$'000	\$'000
Investing activities			
Net cash outflow arising on disposal of subsidiary, representing cash and cash equivalents of subsidiary disposed	19	–	(106)
Purchase of property, plant and equipment	16	(96)	(716)
Purchase of right-of-use assets	17	(24)	–
Net cash flows used in investing activities		(120)	(822)
Financing activities			
Repayment of principal portion of bank borrowings	23	(736)	(1,316)
Repayment of principal portion of lease liabilities	25	(25)	(72)
Repayment of third-party loans	26	(1,949)	–
(Loan to)/ Loan from non-controlling interests	26	(500)	2,279
Loan from third party	26	253	1,263
Interest paid on bank borrowings	23	(4)	(32)
Interest paid on lease liabilities	25	(7)	(17)
Interest paid on third party loans	26	(17)	–
Decrease in pledged cash and bank balances and fixed deposits		–	171
Net cash flows (used in)/ generated from financing activities		(2,985)	2,276
Net decrease in cash and cash equivalents		(3,437)	(3,773)
Cash and cash equivalents at beginning of the year	12	27,086	30,783
Effects of exchange rate changes on the balance of cash held in foreign currencies		(170)	76
Cash and cash equivalents at end of the year	12	23,479	27,086

The accompanying notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

1. Corporate information

Advanced Holdings Ltd. (the “**Company**”) is a limited liability company incorporated in Singapore with its principal place of business and registered office at 21 Woodlands Close #06-23 Primz BizHub, Singapore 737854. The Company is listed on the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”).

The principal activity of the Company is that of investment holding. The principal activities of the subsidiaries and an associate are disclosed in Notes 19 and 20 to the financial statements, respectively.

The financial statements of the Group and the Company for the current financial year were approved and authorised for issue in accordance with a resolution of the directors on date of the Directors’ Statement.

2. Material accounting policies

2.1 Basis of preparation

The consolidated financial statements of the Group and the statement of financial position 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 in the tables are rounded to the nearest thousand (\$’000), except when otherwise indicated.

Going concern

The Group incurred a net loss of \$4,650,000 (2024: \$3,982,000) and recorded net cash outflows from operating activities of \$332,000 (2024: \$5,227,000) for the financial year ended 31 December 2025.

Notwithstanding the above, the directors have assessed the Group’s ability to continue as a going concern and are of the view that the preparation of the financial statements on a going concern basis remains appropriate. As at 31 December 2025, the Group had cash and cash equivalents of \$23,479,000 (2024: \$27,086,000), net current assets of \$23,547,000 (2024: \$28,462,000), and net assets of \$25,832,000 (2024: \$29,652,000).

In assessing the Group’s ability to continue as a going concern, management has considered the Group’s current financial position, available cash resources and working capital position. Based on this assessment, the directors believe that the Group has adequate financial resources to meet its obligations as and when they fall due for the foreseeable future.

Accordingly, the financial statements have been prepared on a going concern basis.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.2 Adoption of new and amended standards and interpretations

The accounting policies adopted are consistent with those of the previous financial year except in the current financial year, the Group has adopted all the new and revised standards which are effective for annual periods beginning on or after 1 January 2025:

Description	Effective for annual periods beginning on or after
Amendments to SFRS(I) 1-21: <i>Lack of Exchangeability</i>	1 January 2025

The adoption of these standards and interpretations did not have any effect on the financial performance or position of the Group.

2.3 Standards issued but not yet effective

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

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

The directors expect that the adoption of the standards above will have no material impact on the financial statements in the period of initial application.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.4 Basis of consolidation and business combinations

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 related assets (including goodwill), liabilities, non-controlling interest and other components of equity, while any resultant gain or loss is recognised in the statement of profit or loss and other comprehensive income. Any investment retained is recognised at fair value.

Business combinations

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at acquisition date fair value, and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred in the statement of profit or loss and other comprehensive income.

The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. The acquired process is considered substantive if it is critical to the ability to continue producing outputs, and the inputs acquired include an organised workforce with the necessary skills, knowledge, or experience to perform that process or it significantly contributes to the ability to continue producing outputs and is considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.4 Basis of consolidation and business combinations (Cont'd)

Business combinations (Cont'd)

When a business combination is achieved in stages, the Group's previously held interests (including joint venture) in the acquired entity are remeasured to its acquisition-date fair value and the resulting gain or loss, if any, is recognised in the statement of profit or loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognised in other comprehensive income are reclassified to profit or loss, where such treatment would be appropriate if that interest were disposed of.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of SFRS(I) 9 *Financial Instruments*, is measured at fair value with the changes in fair value recognised in the statement of comprehensive income in accordance with SFRS(I) 9. Other contingent consideration that is not within the scope of SFRS(I) 9 is measured at fair value at each reporting date with changes in fair value recognised in the statement of profit or loss and other comprehensive income.

2.5 Transactions with non-controlling interest

Non-controlling interest represent the equity in subsidiaries not attributable, directly or indirectly, to owners of the Company.

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

2.6 Foreign currency

The financial statements are presented in Singapore Dollars ("SGD"), 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.

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.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.6 Foreign currency (Cont'd)

Transactions and balances (Cont'd)

Exchange differences arising on the settlement of monetary items or on translating monetary items at the end of the reporting period are recognised in the statement of comprehensive income except for exchange differences arising on monetary items that form part of the Group's net investment in foreign operations, which are recognised initially in other comprehensive income and accumulated under foreign currency translation reserve in equity. The foreign currency translation reserve is reclassified from equity to the statement of comprehensive income of the Group on disposal of the foreign operation.

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 the statement of comprehensive income.

2.7 Revenue

The Group recognises revenue from the processing and sale of corns and the maintenance and repair of analysers and systems. The Group recognises revenue when it transfers control of a product to a customer.

a) Processing and sales of corns

The Group derives revenue from the processing and sale of corns in its Agri-Technology ("Agri-Tech") operating segment in Sulawesi, Indonesia. The processed corns are sold mainly to feed mills businesses. Revenue from the sale of corns is recognised when the control of the corns has transferred being when the goods have been delivered to the customer's specific location. A receivable is recognised by the Group when the goods are delivered to the customer as this represents the point in time at which the right to consideration becomes unconditional, as only the passage of time is required before payment is due.

b) Sale of services – Maintenance and repair of analysers and systems

The Group provides maintenance and repair services of analysers and systems. The maintenance services pertain to contractually agreed-upon task(s) for a customer which include but not limited to maintenance services, testing and commissioning services. Such services are recognised as a performance obligation satisfied over time based on the time spent over the agreed rate.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.8 Employee benefits

a) Defined contribution plans

Payments to defined contribution retirement benefit plans are charged as an expense when employees have rendered the services entitling them to the contributions. Payments made to state-managed retirement benefit schemes, such as the Singapore Central Provident Fund and state-sponsored retirement benefit scheme in China, are dealt with as payments to defined contribution plans where the Group's obligations under the plans are equivalent to those arising in a defined contribution retirement benefit plan.

The Group also provides additional provisions for employee service entitlements in order to meet the minimum benefits required to be paid to qualified employees, as required under the Indonesian Labour Law No.13/2003. The said additional provisions, which are unfunded, are estimated by actuarial calculations using the projected unit credit method.

The net defined benefit liability or asset is the aggregate of the present value of the defined benefit obligation (derived using a discount rate based on high quality corporate bonds) at the end of the reporting period reduced by the fair value of plan assets (if any), adjusted for any effect of limiting a net defined benefit asset to the asset ceiling. The asset ceiling is the present value of any economic benefits available in the form of refunds from the plan or reductions in future contributions to the plan.

The estimated liability for employee benefits is the aggregate of the present value of the defined benefit obligations at the end of the reporting period.

Defined benefit costs comprise the following:

- Service cost;
- Net interest on the net defined benefit liability; and
- Remeasurements of the net defined benefit liability.

Service costs which include current service costs, past service costs and gains or losses on non-routine settlements are recognised as expense in profit or loss. Past service costs are recognised when plan amendment or curtailment occurs.

Net interest on the net defined benefit liability is the change during the period in the net defined benefit liability that arises from the passage of time, which is determined by applying the discount rate to the net defined benefit liability. Net interest on the net defined benefit liability is recognised as expense or income in profit or loss.

Remeasurements comprising actuarial gains and losses are recognised immediately in other comprehensive income in the period in which they arise. Remeasurements are recognised in retained earnings within equity and are not reclassified to profit or loss in subsequent periods.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.8 Employee benefits (Cont'd)

b) Employee leave entitlement

Employee entitlements to annual leave are recognised as a liability when they are accrued to the employees. The undiscounted liability for leave expected to be settled after the end of the reporting period is recognised for services rendered by employees up to the end of the reporting period.

2.9 Borrowing costs

Borrowing costs are capitalised as part of the cost of a qualifying asset if they are directly attributable to the acquisition, construction or production of that asset. Capitalisation of borrowing costs commences when the activities to prepare the asset for its intended use or sale are in progress and the expenditures and borrowing costs are incurred. Borrowing costs are capitalised until the assets are substantially completed for their intended use or sale. All other borrowing costs are expensed in the period they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

2.10 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 Company operates and generates taxable income.

Current income taxes are recognised in the statement of comprehensive income except to the extent that 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 associate 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.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.10 Taxes (Cont'd)

b) Deferred tax (Cont'd)

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 investment in associate, 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.

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 recognised outside profit or loss 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.

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 income taxes relate to the same taxable entity and the same taxation authority.

c) Goods and services tax ("GST")

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

- Where the GST incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the GST 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 GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.11 Property, plant and equipment

All items of property, plant and equipment ("PPE") are initially recorded at cost. Subsequent to recognition, PPE are measured at cost less accumulated depreciation and accumulated impairment losses. The cost includes the cost of replacing part of the PPE that are directly attributable to the acquisition, construction or production of a qualifying PPE. The cost of an item of PPE is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably.

When significant parts of PPE are required to be replaced in intervals, the Group recognises such parts as individual assets with specific useful lives and depreciation, respectively. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the PPE as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in the statement of comprehensive income as incurred.

Properties in the course of construction for production, supply or administrative purposes, or for purposes not yet determined, are carried at cost, less any recognised impairment loss. Cost includes professional fees and, for qualifying assets, borrowing costs capitalised in accordance with the Group's accounting policy. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

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

Buildings and improvements	–	30 years
Plant and equipment	–	3 to 15 years
Renovation	–	3 to 10 years
Motor vehicles	–	5 to 10 years

The carrying values of PPE are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual values, useful lives and depreciation method are reviewed at each financial year-end, and adjusted prospectively, if appropriate.

An item of PPE is de-recognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on de-recognition of the asset is included in the statement of comprehensive income in the year the asset is de-recognised.

2.12 Goodwill

Goodwill is initially measured at cost. Following initial recognition, goodwill is measured at cost less any accumulated impairment losses.

For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to the Group's cash-generating units ("CGUs") that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.12 Goodwill (Cont'd)

The CGUs to which goodwill have been allocated is tested for impairment at each reporting date and whenever there is an indication that the CGU may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or group of CGUs) to which the goodwill relates. Where the recoverable amount of the CGU is less than the carrying amount, an impairment loss is recognised in the statement of comprehensive income. Impairment losses recognised for goodwill are not reversed in subsequent periods.

Where goodwill forms part of a CGU and part of the operation within that CGU is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative fair values of the operations disposed of and the portion of the CGU retained.

Goodwill and fair value adjustments arising on the acquisition of foreign operation are treated as assets and liabilities of the foreign operations and are recorded in the functional currency of the foreign operations and translated in accordance with the accounting policy set out in Note 2.6.

2.13 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 impairment losses.

2.14 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 or joint 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.

Under the equity method, the investments in associates are carried in the statement of financial position 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.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.14 Associates (Cont'd)

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 the statement of comprehensive income.

The financial statements of the associates are 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.

2.15 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 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. 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:

Land use rights	–	10 years
Office premises	–	2 to 5 years
Motor vehicles	–	3 to 5 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. Refer to the accounting policies in Note 2.16.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.15 Leases (Cont'd)

a) As lessee (Cont'd)

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 office 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.

2.16 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 annual impairment testing for an asset is required, the Group estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or CGU's fair value less costs of disposal and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.16 Impairment of non-financial assets (Cont'd)

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded companies or other available fair value indicators.

The Group bases its impairment calculation on most recent budgets and forecast calculations, which are prepared separately for each of the Group's CGUs to which the individual assets are allocated. These budgets and forecast calculations generally cover a period of five years. A long-term growth rate is calculated and applied to project future cash flows after the fifth year.

Impairment losses of continuing operations are recognised in the statement of comprehensive income in expense categories consistent with the function of the impaired asset.

For assets excluding goodwill, an assessment is made at each reporting date to determine whether there is an indication that previously recognised impairment losses no longer exist or have decreased. If such indication exists, the Group estimates the asset's or CGU's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the statement of comprehensive income.

2.17 Financial instruments

Financial assets and financial liabilities are recognised on the statement of financial position when the Group becomes a party to the contractual provisions of the instruments.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition of issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in the statement of comprehensive income.

a) Financial assets

All financial assets are recognised and de-recognised on a trade date basis where the purchase or sale of financial assets is under a contract whose terms require delivery of assets within the time frame established by the market concerned.

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.17 Financial instruments (Cont'd)

a) Financial assets (Cont'd)

Classification of financial assets

Debt instruments that meet the following conditions are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Amortised cost and effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period.

For financial instruments other than purchased or originated credit-impaired financial assets, the effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) excluding expected credit losses, through the expected life of the debt instrument, or, where appropriate, a shorter period, to the gross carrying amount of the debt instrument on initial recognition. For purchased or originated credit-impaired financial assets, a credit-adjusted effective interest rate is calculated by discounting the estimated future cash flows, including expected credit losses, to the amortised cost of the debt instrument on initial recognition.

The amortised cost of a financial asset is the amount at which the financial asset is measured at initial recognition minus the principal repayments, plus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for any loss allowance. On the other hand, the gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any loss allowance.

Interest income is recognised using the effective interest method for debt instruments measured subsequently at amortised cost and at fair value through other comprehensive income, except for short-term balances when the effect of discounting is immaterial.

Interest income is recognised in the statement of comprehensive income and is included in the "other operating income" line item.

Foreign exchange gains and losses

The carrying amount of financial assets that are denominated in a foreign currency is determined in that foreign currency and translated at the spot rate as at each reporting date. Specifically, for financial assets measured at amortised cost that are not part of a designated hedging relationship, exchange differences are recognised in the statement of comprehensive income in the "other gains and losses" line item.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.17 Financial instruments (Cont'd)

a) Financial assets (Cont'd)

Impairment of financial assets

The Group recognises a loss allowance for expected credit losses (“**ECL**”) on investments in debt instruments that are measured at amortised cost, as well as on financial guarantee contracts. No impairment loss is recognised for investments in equity instruments. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument.

The Group always recognises lifetime ECL for trade receivables. The expected credit losses on these financial assets are estimated using a provision matrix based on the Group’s historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For all other financial instruments, the Group recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit-impaired at the reporting date or an actual default occurring.

Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

Significant increase in credit risk

In assessing whether the credit risk on a financial instrument has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort. Forward-looking information considered includes the future prospects of the industries in which the Group’s debtors operate, obtained from economic expert reports, financial analysts, or independent rating agencies, as well as consideration of various external sources of actual and forecast economic information that relate to the Group’s core operations.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.17 Financial instruments (Cont'd)

a) Financial assets (Cont'd)

Significant increase in credit risk (Cont'd)

In particular, the following information is taken into account where relevant, when assessing whether credit risk has increased significantly since initial recognition:

- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor's ability to meet its debt obligations;
- an actual or expected significant deterioration in the operating results of the debtor; and
- an actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor's ability to meet its debt obligations.

Irrespective of the outcome of the above assessment, the Group presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 120 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

Despite the foregoing, the Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if i) the financial instrument has a low risk of default, ii) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

For financial guarantee contracts, the date that the Group or the Company becomes a party to the irrevocable commitment is considered to be the date of initial recognition for the purposes of assessing the financial instrument for impairment. In assessing whether there has been a significant increase in the credit risk since initial recognition of financial guarantee contracts, the Group or the Company considers the changes in the risk that the specified debtor will default on the contract.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.17 Financial instruments (Cont'd)

a) Financial assets (Cont'd)

Definition of default

The Group considers information developed internally or obtained from external sources that indicates that the debtor is unlikely to pay its creditors in full, including the Group (without taking into account any collaterals held by the Group), as constituting as an event of default for internal credit risk management purposes as historical experience indicates that receivables that meet the aforementioned criteria are generally not recoverable.

Irrespective of the above analysis, the Group considers that default has occurred when a financial asset is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- significant financial difficulty of the issuer or the borrower; or
- a breach of contract, such as a default or past due event; or
- it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation.

Write-off policy

The Group writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in the statement of comprehensive income.

Measurement and recognition of expected credit losses

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information as described above. As for the exposure at default, for financial assets, this is represented by the assets' gross carrying amount at the reporting date; for financial guarantee contracts, the exposure includes the amount drawn down as at the reporting date, together with any additional amounts expected to be drawn down in the future by default date determined based on historical trend, the Group's understanding of the specific future financing needs of the debtors, and other relevant forward-looking information.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.17 Financial instruments (Cont'd)

a) Financial assets (Cont'd)

Measurement and recognition of expected credit losses (Cont'd)

For financial assets, the expected credit loss is estimated as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate.

Where lifetime ECL is measured on a collective basis to cater for cases where evidence of significant increases in credit risk at the individual instrument level may not yet be available, the financial instruments are grouped on the following basis:

- Nature of financial instruments (i.e. the Group's trade and other receivables and amounts due from customers are each assessed as a separate group. Loans to related parties are assessed for expected credit losses on an individual basis);
- Past-due status;
- Nature, size or industry of debtors; and
- External credit ratings where available.

The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

If the Group has measured the loss allowance for a financial instrument at an amount equal to lifetime ECL in the previous reporting period, but determines at the current reporting date that the conditions for lifetime ECL are no longer met, the Group measures the loss allowance at an amount equal to 12 months ECL at the current reporting date.

The Group recognises an impairment gain or loss in the statement of comprehensive income for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account.

Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in the statement of comprehensive income.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.17 Financial instruments (Cont'd)

b) Financial liabilities

Classification as debt or equity

Debt and equity instruments issued by the Group are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by a group entity are recognised at the proceeds received, net of direct issue costs.

Repurchase of the Company's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in the statement of comprehensive income on the purchase, sale, issue or cancellation of the Company's own equity instruments.

Financial liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest method.

However, financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies, financial guarantee contracts issued by the Group, and commitments issued by the Group to provide a loan at below-market interest rate are measured in accordance with the specific accounting policies set out below.

Financial liabilities subsequently measured at amortised cost

Financial liabilities that are not i) contingent consideration of an acquirer in a business combination, ii) held-for-trading, or iii) designated as at fair value through profit or loss ("FVTPL"), are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.17 Financial instruments (Cont'd)

b) Financial liabilities (Cont'd)

Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due in accordance with the terms of a debt instrument.

Financial guarantee contracts issued by a group entity are initially measured at their fair values and, if not designated as at FVTPL and do not arise from a transfer of a financial asset, are subsequently measured at the higher of:

- the amount of the loss allowance determined in accordance with SFRS(I) 9; and
- the amount initially recognised less, where appropriate, cumulative amount of income recognised in accordance with the revenue recognition policies.

Foreign exchange gains and losses

For financial liabilities that are denominated in a foreign currency and are measured at amortised cost as at each reporting date, the foreign exchange gains and losses are determined based on the amortised cost of the instruments. These foreign exchange gains and losses are recognised in the "other gains and losses" line item in the statement of comprehensive income for financial liabilities that are not part of a designated hedging relationship.

The fair value of financial liabilities denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of the reporting period. For financial liabilities that are measured as at FVTPL, the foreign exchange component forms part of the fair value gains or losses and is recognised in the statement of comprehensive income for financial liabilities that are not part of a designated hedging relationship.

Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in the statement of comprehensive income.

c) Offsetting of financial liabilities

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.18 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, demand deposits, and short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. These also include bank overdrafts that form an integral part of the Group's cash management. For the purpose of the consolidated statements of cash flows, cash and cash equivalents are presented net of pledged deposits to financial institution.

2.19 Inventories

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

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.

Cost is calculated on the following methods:

Raw materials and finished goods	–	First-in, first-out method
Spare parts	–	Weighted average method

2.20 Share capital and share issuance expense

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.

2.21 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 the statement of comprehensive income 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 issued, is recognised directly in equity. Voting rights related to treasury shares are nullified for the Group and no dividends are allocated to them respectively.

2.22 Segment reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenue and incur expenses, including revenue and expenses that relate to transactions with any of the Group's other components. The Group determines and presents operating segments based on information that is provided internally to the Group Managing Director, who is the Group's chief operating decision maker. All operating segments' operating results are reviewed regularly by the Group Managing Director to make decision about resources to be allocated to the segments and assess its performance, and for which discrete financial information is available.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

2. Material accounting policies (Cont'd)

2.23 Current versus non-current classification

The Group presents assets and liabilities in the statements of financial position based on current/non-current classification. An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within twelve months after the reporting period; or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period; or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The terms of the liability that could, at the option of the counterparty, result in its settlement by the issue of equity instruments do not affect its classification.

The Group classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

3. Critical accounting judgements and key sources of estimation uncertainty

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, 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 the carrying amount of the asset or liability affected in the future periods.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

3. Critical accounting judgements and key sources of estimation uncertainty (Cont'd)

3.1 Judgements made in applying accounting policies

a) Determination of functional currency

The Group measures foreign currency translation in the respective currencies of the Company and its subsidiaries. In determining the functional currencies of the entities in the Group, judgement is required to determine the currency that mainly influences sales prices for goods and services and of the country whose competitive forces and regulations mainly determines the sales prices of its goods and services. The functional currencies of the entities in the Group are determined based on management's assessment of the economic environment in which the entities operate and the entities' process of determining sales prices.

b) Identification of Cash-Generating Units

Under SFRS(I) 1-36 Impairment of Assets, a CGU is defined as the smallest identifiable group of assets that generates cash inflows that are largely independent from the cash inflows of other assets or groups of assets. In practice, this requires assets to be grouped into a CGU based on the independence of cash inflows and how management monitors and evaluates the performance of these assets.

Since its inception, the corn processing operation formed part of the Group's plan to operate as an integrated supply chain supplier of corn products supporting the Indonesia region's essential industrial feed and food requirements, with a target to sell more than 60,000 metric tons per annum of processed corn to customers in Central Java, Indonesia. Consequently, management monitors and evaluates the financial performance of the Satellite Dryer ("SD") and Main Facility ("MF") on an integrated basis as a single CGU.

During the current financial year, the SD was not in operation and did not generate cash inflows, while MF continues to operate independently. Accordingly, management reassessed the CGU structure in accordance with SFRS(I) 1-36 and determined that MF constitutes a separate CGU for impairment assessment purposes.

As at 31 December 2025, the carrying amount of the PPE recorded in the books of the SD was approximately \$48,000 (2024: \$80,000).

The determination of CGUs requires significant management judgement.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

3. Critical accounting judgements and key sources of estimation uncertainty (Cont'd)

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

a) Impairment assessment of property, plant and equipment

Impairment exists when the carrying value of an asset or CGU exceeds its recoverable amount, which is the higher of its FVLCD and its VIU. The FVLCD calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs of disposing of the asset. The VIU calculation is based on a discounted cash flow ("DCF") model. The cash flows are derived from the budget approved by the Board for the forecasted periods and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the performance of the assets in the CGU being tested. The recoverable amount is sensitive to the discount rate used for the DCF model as well as the expected future cash inflows and the growth rate used for extrapolation purposes.

Significant judgements are used to estimate the annual revenue growth rate of the corn processing business, availability of supply of wet corns, forecasted gross margins, estimated operating expenses, machine capacity utilisation, terminal rate and discount rate applied in computing the recoverable amounts of different CGUs. In making these estimates, management has relied on past performance, its expectations of market developments in Indonesia, the industry trends for agriculture and corn processing.

The carrying amount of the PPE in the Group's consolidated financial statements is disclosed in Note 16. In 2025, a decrease of 5% in the gross profit margin or an increase of 1% in the discount rate, as applied in the VIU calculations, with all other assumptions held constant, would result in additional impairment losses on PPE of approximately \$746,000 and \$875,000, respectively.

b) Impairment assessment of investment in subsidiaries

The Group assesses whether there are any indicators of impairment for its investment in subsidiaries at each reporting date. The Group also assesses whether there is an indication that previously recognised impairment losses no longer exist or have decreased.

An impairment exists when the carrying amount of investment in subsidiaries exceeds its recoverable amount, which is the higher of its FVLCD and VIU. The FVLCD calculation is determined based on net assets value, comprising related parties' balances and cash and cash equivalents which are mainly short-term in nature.

The carrying amount of the investment in subsidiaries in the Group's consolidated financial statements is disclosed in Note 19. An impairment loss of \$716,000 (2024: \$1,801,000) was recognised in the Company's profit or loss in respect of its investment in Advanced Agri Pte Ltd (AAPL) as the recoverable amount was lower than the net carrying amount. AAPL also recognised an impairment loss of \$1,326,000 (2024: \$3,762,000) in its books relating to its investment in PT Advanced Agri Indonesia (PTAAI) for the same reason mentioned above. The increase in the carrying amount of investment in subsidiary during the year ended 31 December 2025 was mainly due to the fair value adjustment for loans made to the subsidiaries under SFRS(I)9.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

4. Revenue from continuing operations

	Group	
	2025	2024
	\$'000	\$'000
Type of goods or services		
Sales of goods	6,284	4,141
Service income	–	43
	6,284	4,184
Timing of revenue recognition		
At a point in time:		
Sales of goods	6,284	4,141
Over time:		
Service income	–	43
	6,284	4,184

5. Other operating income from continuing operations

	Group	
	2025	2024
	\$'000	\$'000
Interest income from fixed deposits	493	846
Sundry income	22	6
	515	852

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

6. Other losses, net from continuing operations

	Group	
	2025	2024
	\$'000	\$'000
Allowance for expected credit losses on trade receivables (Note 13)	106	–
Impairment loss on property, plant and equipment (Note 16)	492	–
Foreign exchange loss, net	1,104	115
Gain on liquidation of subsidiary	–	(2)
	1,702	113
	1,702	113

The foreign exchange loss during the current year was mainly attributable to the depreciation of the Indonesian currency against the SGD, as the main operation of the Group is based in Indonesia and depreciation of the United States currency (“USD”) against the SGD on its bank and cash balances held in USD.

7. Finance costs from continuing operations

	Group	
	2025	2024
	\$'000	\$'000
Interest expense on bank borrowings	4	32
Interest expense on lease liabilities	7	17
Interest expense on loan from non-controlling interests	227	333
Interest expense on loan from third party	75	26
	313	408
	313	408

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

8. Loss before taxation from continuing operations

	Group	
	2025	2024
	\$'000	\$'000
Audit fees:		
- Auditors of the Company	79	98
- Other auditors	-	13
Non-audit fees	-	-
Depreciation of property, plant and equipment	482	431
Depreciation of right-of-use assets	48	68
Interest expenses on bank borrowings	4	32
Interest expenses on loan from non-controlling interests	227	333
Interest expenses on loan from third party	75	26
Interest expense on lease liabilities	7	17
Interest income	(493)	(846)
Allowance for expected credit loss on trade receivables	106	-
Impairment loss on property, plant and equipment	492	-
Foreign exchange loss, net	1,104	115
Post-employment benefit expenses	39	10
Employees benefit expense (including directors)	1,899	1,793
Defined contribution plans (including directors)	24	25
Gain on liquidation of a subsidiary	-	(2)

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

9. Income tax (credit)/ expense

Major components of income tax (credit)/expense

The major components of income tax (credit)/expense for the years ended 31 December 2025 and 2024 are:

	Group	
	2025	2024
	\$'000	\$'000
Continuing operations:		
Deferred tax (Note 22)	(9)	(60)
Withholding tax	–	273
	(9)	213
Discontinued operations:		
Income tax attributable to discontinued operations	–	–
Income tax (credit)/ expense	(9)	213

Domestic income tax is calculated at 17% (2024: 17%) of the estimated assessable profit for the year. Taxation for other jurisdictions is calculated at the rates prevailing in the relevant jurisdictions.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

9. Income tax (credit)/ expense (Cont'd)

Relationship between tax (credit)/expense and accounting loss

A reconciliation between tax (credit)/expense and the product of accounting loss multiplied by the applicable corporate tax rate is as follows:

	Group	
	2025	2024
	\$'000	\$'000
Loss before taxation from continuing operations	(4,659)	(3,353)
Loss before taxation from discontinued operations	–	(416)
	<u>(4,659)</u>	<u>(3,769)</u>
Tax benefits at the applicable tax rate of 17% (2024: 17%)	(792)	(637)
Effect of different tax rates of subsidiaries operating in other jurisdictions	(144)	(113)
Tax effect on non-allowable items ^(a)	394	300
Tax effect on non-taxable items ^(b)	(116)	(41)
Effect of deferred tax assets not recognised (Note 22)	640	540
Withholding tax	–	273
Group loss relief	–	(55)
Others	9	(54)
Income tax (credit)/ expense	<u>(9)</u>	<u>213</u>

(a) Expenses not deductible for tax purposes relate mainly to depreciation and amortisation of non-qualifying assets and other disallowed expenses incurred in the ordinary course of business.

(b) Income not subject to tax relate mainly to foreign exchange differences arising from non-trade transactions.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

10. Discontinued operations

a) Loss from discontinued operations, net of tax

During the financial year ended 31 December 2024, the Group disposed of Advanced CAE Saudi Arabia Company Limited (“CAEKSA”) and the results of this operation were presented separately in the Consolidated Statement of Profit or Loss as “loss from discontinued operations, net of tax”.

The results of the discontinued operation for the financial year ended 31 December 2024 are presented below for comparative purposes.

There were no discontinued operations during the financial year ended 31 December 2025.

	2025	2024
	\$'000	\$'000
Group		
Revenue	–	2,101
Cost of sales	–	(1,340)
Gross profit	–	761
Other operating income	–	2
Distribution and marketing costs	–	(21)
Administrative expenses	–	(441)
Other gains and losses, net	–	(717)
Loss from discontinued operations, net of tax	–	(416)

b) Loss before taxation from discontinued operations

Loss before taxation from discontinued operations was stated after charging/crediting the following:

	2025	2024
	\$'000	\$'000
Group		
Depreciation of property, plant and equipment	–	5
Loss on disposal	–	711
Foreign exchange loss	–	7
Employees benefit expense	–	262

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

10. Discontinued operations (Cont'd)

c) Cashflows used in discontinued operations

The cashflows attributable to the discontinued operations for the financial year ended 31 December 2025 and 2024 were as follows:

	2025	2024
	\$'000	\$'000
Group		
Operating cash flows	–	78
Financing cash flows	–	(330)
Total cash outflows	–	(252)

11. Losses per share

The calculation of the basic and diluted losses per share attributable to the ordinary owners of the Company is based on the following data:

	Group	
	2025	2024
	\$'000	\$'000
Losses		
Losses for the purposes of basic and diluted losses per share [loss for the year attributable to owners of the Company]		
Continuing operations	(3,197)	(2,516)
Discontinued operations	–	(416)

	Group	
	2025	2024
Number of shares		
Number of ordinary shares outstanding* for the purposes of basic losses per share ('000)	101,268	101,268

* Excludes treasury shares

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

11. Losses per share (Cont'd)

	2025	2024
	(cents)	(cents)
Losses per share		
<u>Continuing operations</u>		
(i) Based on weighted average number of ordinary in issue	(3.16)	(2.48)
(ii) On a fully diluted basis	(3.16)	(2.48)
<u>Discontinued operations</u>		
(i) Based on weighted average number of ordinary in issue	–	(0.41)
(ii) On a fully diluted basis	–	(0.41)

The calculation of basic losses per share is based on loss attributable to owners of the Company in the respective periods divided by the weighted average number of ordinary shares of 101,268,367 (2024: 101,268,367). The calculation of diluted losses per share is the same as the basic losses per share as the Company did not have potentially dilutive ordinary shares as at 31 December 2025 and 31 December 2024. As at the end of the reporting period, no share option was granted.

12. Cash and bank balances

	Group	
	2025	2024
	\$'000	\$'000
Cash and bank balances	1,294	1,149
Fixed deposits	22,185	25,937
Total	23,479	27,086
Cash and cash equivalents as per Consolidated Statement of Cash Flows	23,479	27,086

	Company	
	2025	2024
	\$'000	\$'000
Cash and bank balances	368	193
Fixed deposits	5,169	9,560
Total	5,537	9,753

Fixed deposits earn fixed effective interest rates ranging from 0.75% to 4.1% (2024: 0.08% to 5.1%) per annum and for varying tenure periods of between 30 days and 123 days (2024: 7 days and 94 days). These fixed deposits can be terminated with no significant cost to the Group.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

13. Trade receivables

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Third parties	183	598	-	-
Less: Allowance for expected credit losses ("ECL")	(106)	-	-	-
	77	598	-	-
GST receivables	6	11	2	10
	83	609	2	10

The credit period is generally 14 to 30 days (2024: 0 to 365 days). No interest is charged on the outstanding balance.

Loss allowance for trade receivables has been measured at an amount equal to lifetime ECL. The ECL on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, and considering general economic conditions of the industry in which the debtors operate and forecasts of future economic conditions.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

A trade receivable is written off when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery.

The movement in expected credit loss allowance of trade receivables computed based on lifetime ECL is as follows:

	Group	
	Lifetime ECL	
	2025	2024
	\$'000	\$'000
Balance as at 1 January	-	1
Foreign exchange difference	-	(1)
Charge to statement of profit or loss	106	-
Balance as at 31 December	106	-

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

14. Other receivables and prepayments

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Sundry receivables	82	404	77	45
Deposits	6	6	4	4
Loan to non-controlling interests (Note 26)	500	–	500	–
Loan to a subsidiary (Note 21)	–	–	179	–
	588	410	760	49
Advance payments to suppliers	205	94	–	–
Prepayments	36	38	20	21
	829	542	780	70

Other receivables are unsecured, interest-free and repayable on demand. These amounts are to be settled in cash.

Loan to a subsidiary is non-trade in nature. The loan is unsecured, bears interest at 5.0% (2024: Nil) per annum and is repayable within 12 months after the reporting date.

For purpose of impairment assessment, other receivables are considered to have low credit risk as they are not due for payment at the end of the reporting period and have strong capacity to meet its contractual cashflows obligations in the near term. There has been no significant increase in the risk of default on the receivables since initial recognition. Accordingly, for the purpose of impairment assessment for these receivables, the loss allowance is measured at an amount equal to 12-month ECL.

In determining the ECL, management has taken into account the historical default experience and the financial position of the counterparties, adjusted for factors that are specific to the debtors and general economic conditions of the industry in which the debtors operate, in estimating the probability of default of the receivables as well as the loss upon default. Management determines that these receivables are subject to immaterial credit losses other than those balances as provided for above.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

14. Other receivables and prepayments (Cont'd)

Loan to non-controlling interests

During the financial year, the Group and the Company granted an unsecured loan of \$500,000 (2024: Nil) to a non-controlling shareholder to support the feasibility and development of Stage 2, being the establishment of a corn starch and wheat milling facility in Surabaya. The loan bears interest at 5% per annum and is repayable on demand.

15. Inventories

	Group	
	2025	2024
	\$'000	\$'000
Raw materials	19	3
Finished products	278	1,448
Spare parts	144	61
	<u>441</u>	<u>1,512</u>

Inventories are stated at lower of cost and net realisable value. The cost of inventories recognised as an expense and included in "cost of sales" amounted to \$5,233,000 (2024: \$3,383,000).

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

16. Property, plant and equipment

Group	Buildings and improvements	Plant and equipment	Renovation	Motor vehicles	Construction in progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cost						
Balance as at 1 January 2024	59	377	–	484	7,562	8,482
Additions	6	58	–	–	652	716
Disposal of subsidiary (Note 19)	–	(86)	–	–	–	(86)
Reclassifications	4,172	3,446	454	–	(8,072)	–
Translation differences	3	–	–	–	(129)	(126)
Balance as at 31 December 2024 and 1 January 2025	4,240	3,795	454	484	13	8,986
Additions	7	12	–	2	75	96
Write-off	–	(7)	–	–	–	(7)
Disposals	–	–	–	–	–	–
Reclassification	29	–	–	–	(29)	–
Translation differences	(366)	(326)	(39)	–	(2)	(733)
Balance as at 31 December 2025	3,910	3,474	415	486	57	8,342
Accumulated depreciation						
Balance as at 1 January 2024	4	105	–	97	–	206
Depreciation charge for the year	136	250	–	50	–	436
Disposal of subsidiary (Note 19)	–	(43)	–	–	–	(43)
Balance as at 31 December 2024 and 1 January 2025	140	312	–	147	–	599
Depreciation charge for the year	150	282	–	50	–	482
Write-off	–	(7)	–	–	–	(7)
Translation differences	(16)	(32)	–	–	–	(48)
Balance as at 31 December 2025	274	555	–	197	–	1,026
Accumulated impairment						
Balance as at 1 January 2024 and 31 December 2024	–	–	–	–	–	–
Impairment loss	492	–	–	–	–	492
Balance as at 31 December 2025	492	–	–	–	–	492
Carrying amount						
Balance as at 31 December 2025	3,144	2,919	415	289	57	6,824
Balance as at 31 December 2024	4,100	3,483	454	337	13	8,387

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

16. Property, plant and equipment (Cont'd)

Company	Plant and equipment	Motor vehicles	Total
	\$'000	\$'000	\$'000
Cost			
Balance as at 1 January 2024	40	484	524
Write-off	(22)	–	(22)
<hr/>			
Balance as at 31 December 2024 and 1 January 2025	18	484	502
Write-off	(7)	–	(7)
<hr/>			
Balance as at 31 December 2025	11	484	495
<hr/>			
Accumulated depreciation			
Balance as at 1 January 2024	34	98	132
Depreciation charge for the year	2	50	52
Write-off	(22)	–	(22)
<hr/>			
Balance as at 31 December 2024 and 1 January 2025	14	148	162
Depreciation charge for the year	2	49	51
Write-off	(7)	–	(7)
<hr/>			
Balance as at 31 December 2025	9	197	206
<hr/>			
Carrying amount			
Balance as at 31 December 2025	2	287	289
Balance as at 31 December 2024	4	336	340

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

16. Property, plant and equipment (Cont'd)

The depreciation expense has been included in the following line items in the consolidated statement of profit or loss:

	Group	
	2025	2024
	\$'000	\$'000
<u>Continuing operations</u>		
- Administration expenses	482	431
<u>Discontinuing operations</u>		
- Administration expenses	-	5
	482	436

Impairment testing on property, plant and equipment

The management performed an impairment assessment on the Group's PPE as at 31 December 2025.

For the purpose of impairment testing assessment, PPE assets have been allocated to the respective CGUs of the Group as determined by the management:

	2025	2024
	\$'000	\$'000
Agri-Tech*	6,535	8,047
Corporate	289	340
	6,824	8,387

* As at 31 December 2025, the CGU of Agri-Tech sector comprises of the MF (2024: SD and MF).

The management performed an impairment assessment on the Group's PPE as at 31 December 2025. The recoverable amount of the assets was determined based on VIU calculations using a DCF model.

The cash flow projections used in the VIU calculation were derived from management-approved budgets and forecasts. The projections cover a period of 13 years (2024: 14 years), which corresponds to the remaining useful life of the Bühler machine used in the production process. Management assessed that a useful life of 15 years for the machine is appropriate based on industry practices and information provided by the supplier indicating that similar machines are commonly used for more than 15 years. The machine has been available for use since 2024 and the remaining useful life as at 31 December 2025 is 13 years (2024: 14 years).

Based on the assessment, the recoverable amount was lower than the carrying amount of the PPE and an impairment loss of \$492,000 (2024: Nil) was recognised in profit or loss during the financial year ended 31 December 2025.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

16. Property, plant and equipment (Cont'd)

Impairment testing on property, plant and equipment (Cont'd)

The key inputs of the impairment assessment were as follows:

	2025	2024
Forecast period	2026 to 2038	2025 to 2038
Machine capacity:		
- Main Facility	45-94%	100%
- Satellite Dryer	–	100%
Gross profit margins	5.8-7.6%	7.1-7.5%
Pre-tax discount rates	17.58%	16.91%

The sensitivity of the impairment assessment to a reasonably possible change in each of the key inputs was as follows:

	Change in assumption, holding other inputs constant	Additional impairment charge
2025		\$'000
Machine capacity:		
Gross profit margins	Reduced by 5%	746
Post-tax discount rates	Increased by 1%	875
2024		
Machine capacity:		
Gross profit margins	Reduced by 5%	Nil
Post-tax discount rates	Increased by 5%	Nil

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

17. Right-of-use assets

Group	Land use rights	Office premises	Motor vehicles	Total
	\$'000	\$'000	\$'000	\$'000
Cost				
Balance as at 1 January 2024	17	61	217	295
Translation differences	–	–	(3)	(3)
<hr/>				
Balance as at 31 December 2024 and 1 January 2025	17	61	214	292
Additions	–	–	35	35
Write-off	–	–	(60)	(60)
Remeasurement adjustments	–	–	14	14
Translation differences	(2)	–	(18)	(20)
<hr/>				
Balance as at 31 December 2025	15	61	185	261
<hr/>				
Accumulated depreciation				
Balance as at 1 January 2024	3	20	42	65
Depreciation charge for the year	2	26	40	68
Translation differences	(1)	2	(1)	–
<hr/>				
Balance as at 31 December 2024 and 1 January 2025	4	48	81	133
Depreciation charge for the year	2	8	38	48
Write-off	–	–	(60)	(60)
Remeasurement adjustments	–	–	3	3
Translation differences	–	(3)	(4)	(7)
<hr/>				
Balance as at 31 December 2025	6	53	58	117
<hr/>				
Carrying amount				
Balance as at 31 December 2025	9	8	127	144
<hr/> <hr/>				
Balance as at 31 December 2024	13	13	133	159
<hr/> <hr/>				

During the financial year, the Group acquired a motor vehicle with an aggregate cost of \$35,000 (2024: Nil) by means of leases. The cash outflow for the acquisition of right-of-use assets in 2025 amounted to \$24,000 (2024: Nil).

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

17. Right-of-use assets (Cont'd)

Company	Office premise \$'000
Cost	
Balance as at 1 January 2024	49
Additions	–
Balance as at 31 December 2024 and 1 January 2025	49
Balance as at 31 December 2025	49
Accumulated depreciation	
Balance as at 1 January 2024	18
Depreciation charge for the year	25
Balance as at 31 December 2024 and 1 January 2025	43
Depreciation charge for the year	6
Balance as at 31 December 2025	49
Carrying amount	
Balance as at 31 December 2025	–
Balance as at 31 December 2024	6

Information about the Group's leasing activities is disclosed in Note 25.

Impairment testing on right-of-use assets

No impairment loss on right-of-use assets was recorded in 2025 and 2024.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

18. Goodwill on consolidation

	Group
	<u>\$'000</u>
Cost:	
Balance as at 1 January 2024, 31 December 2024 and 31 December 2025	<u>186</u>
Allowance for impairment losses:	
Balance as at 1 January 2024, 31 December 2024 and 31 December 2025	<u>(186)</u>
Carrying amount:	
Balance as at 31 December 2025	<u><u>-</u></u>
Balance as at 31 December 2024	<u><u>-</u></u>

Goodwill acquired in a business combination is allocated at acquisition to the Group's CGUs that are expected to benefit from the business combination. The gross carrying amounts of goodwill have been allocated to the following CGUs:

	Group	
	2025	2024
	<u>\$'000</u>	<u>\$'000</u>
<u>Engineering service and manufacturing:</u>		
Advanced CAE (ME) Control System L.L.C	<u>186</u>	<u>186</u>

Impairment testing on goodwill

No impairment loss on goodwill was recorded in 2025 and 2024.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

19. Investments in subsidiaries

	Company	
	2025	2024
	\$'000	\$'000
Unquoted equity shares, at cost	32,280	32,366
Liquidation of a subsidiary	–	(86)
	32,280	32,280
Less: Accumulated impairment loss	(10,048)	(9,332)
Add: Discount implicit in the loans to a subsidiary	1,446	730
	23,678	23,678

Details of the subsidiaries are as follows:

Name of subsidiaries	Principal activities	Country of incorporation/ Place of business	Percentage of equity held		Proportion of voting power held	
			2025	2024	2025	2024
			%	%	%	%
<i>Held by the Company</i>						
Advanced Agri Trading and Services Pte. Ltd. ⁽¹⁾ (F.K.A Advanced Controls Pte. Ltd.)	Wholesale trade of a variety of goods without a dominant product. *	Singapore	100	100	100	100
Advanced Controls (M) Sdn. Bhd. ⁽²⁾	Dormant	Malaysia	100	100	100	100
Advanced Agri Pte. Ltd. ⁽¹⁾	Management of corn plantation(s), corn trading, corn processing and sales and distribution of corn-based products in Indonesia.	Singapore	51	51	51	51
Advanced Engineering Holdings Pte. Ltd. ⁽¹⁾	Investment holding	Singapore	100	100	100	100

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

19. Investments in subsidiaries (Cont'd)

Name of subsidiaries	Principal activities	Country of incorporation/ Place of business	Percentage of equity held		Proportion of voting power held	
			2025	2024	2025	2024
			%	%	%	%
<i>Held through subsidiaries</i>						
Guided Wave Asia Pte. Ltd. ^{(a) (5)}	Dormant	Singapore	–	100	–	100
Advanced CAE (ME) Control System L.L.C ⁽³⁾	Dormant	United Arab Emirates	100	100	100	100
PT Advanced Agri Indonesia ⁽⁴⁾	Management of corn plantation(s), corn trading, corn processing and sales and distribution of corn-based products in Indonesia.	Indonesia	99.99	99.99	99.99	99.99

* Effective from 8 September 2025, the principal activity was changed from design, engineering, fabrication, integration and supply of process equipment, analysers, measurement and controls systems etc. for oil and gas, chemicals and petrochemicals and energy related industries to wholesale trade of a variety of goods without a dominant product.

(a) On 2 October 2025, Guided Wave Asia Pte. Ltd. (GWA), a wholly-owned subsidiary, was struck off.

(1) Audited by Nexia Singapore PAC, Singapore (2024: Nexia Singapore PAC, Singapore)

(2) Liquidation in progress (2024: Liquidation in progress)

(3) Under liquidation by AMCA Auditing Dhabi, United Arab Emirates (2024: Under liquidation by AMCA Auditing Dhabi, United Arab Emirates)

(4) Audited by Nexia Kanaka Puradiredja, Suhartono, Indonesia (2024: Audited by Nexia Kanaka Puradiredja Suhartono, Indonesia)

(5) Struck off on 2 October 2025 (2024: Audited by Nexia Singapore PAC, Singapore)

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

19. Investments in subsidiaries (Cont'd)

(a) Disposal of subsidiary

(i) CAE Saudi Arabia Company Limited (CAEKSA)

During the financial year ended 31 December 2024, the Group had entered into a sale and purchase agreement (“**SPA**”) along with a series of supplemental agreements to dispose of its wholly-owned subsidiary, CAEKSA, to an unrelated third party, Advanced CAE Pte. Ltd. (the “**Buyer**”).

On 31 October 2024, the Company announced that the Group and the Buyer have agreed that between 1 November 2024 and until Completion Date, all assets and liabilities of CAEKSA will be retained in CAEKSA, with the Buyer being deemed as the beneficial owner. Additionally, the Buyer will assume the administration and management of CAEKSA, and the board of directors of CAEKSA will be amended accordingly. As at 1 November 2024, only one director from the Company is represented on the board of directors of CAEKSA comprising a total of three directors solely in connection with the warranties provided by the Group to the Buyer in relation to certain contracts and accounts receivables on projects that were contracted between a customer and another subsidiary of the Group, Advanced CAE (ME) Control System LLC (**AR-CAEME projects**) and to assist in the share transfer of CAEKSA by the Group to the Buyer (**Completion Date**).

Accordingly, management has deemed that it has lost control over CAEKSA as at 31 October 2024 on the premise that:

- i) the economic substance arising from the sale of the subsidiary is that, the management, operating and financing activities have been assumed and controlled by the Buyer with effect from 1 November 2024 that are consistent with the concept of control under SFRS(I)10;
- ii) the Group has no management role in CAEKSA;
- iii) the Group does not participate in or derives any returns in the subsidiary; and
- iv) the process for the share transfer of CAEKSA to the Buyer on Completion Date including the retention of a Board seat on CAEKSA by the Group to assist in the abovementioned share transfer were considered to be an administrative affair.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

19. Investments in subsidiaries (Cont'd)

(a) Disposal of subsidiary (Cont'd)

(i) CAE Saudi Arabia Company Limited (CAEKSA) (Cont'd)

The effects of the disposal of CAEKSA were as follows:

	Date of disposal 31 October 2024
	S\$'000
Current assets	
Cash and cash equivalents	106
Trade receivables	932
Contract assets	1,852
Other receivables and prepayments	116
Inventories	3
Total current assets	<u>3,009</u>
Non-current assets	
Property, plant and equipment	<u>43</u>
Current liabilities	
Trade and other payables	(1,545)
Contract liabilities	(1,005)
Total current liabilities	<u>(2,550)</u>
Net assets derecognised	<u><u>502</u></u>
Loss on disposal of a subsidiary	
Total consideration received*	-
Net assets derecognised	(502)
Waiver of loan	(220)
Realisation of foreign currency translation differences	11
Loss on disposal	<u><u>(711)</u></u>
Cash flow effect	
Total consideration received*	-
Less: Cash and cash equivalents in a subsidiary disposed	<u>(106)</u>
Net cash outflow arising on disposal of discontinued operation, representing cash and cash equivalent of CAEKSA disposed	<u><u>(106)</u></u>

* The consideration is S\$1.00.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

19. Investments in subsidiaries (Cont'd)

Impairment testing on investments in subsidiaries

In 2025, the Company assesses the carrying amounts of its investments in subsidiaries for indicators of impairment.

(a) Engineering Service & Manufacturing

Effective 1 January 2025, following the Group's complete exit from the Engineering Service & Manufacturing ("ESM") segment, the Group revised its internal reporting structure. All subsidiaries previously under the ESM segment are now centrally managed and reported within the "Corporate/Unallocated" segment.

Accordingly, no segment information for ESM is presented for the financial year ended 31 December 2025.

(b) Agri-Tech

In arriving at the impairment allowance for its subsidiaries in the Agri-Tech segment, the recoverable amount was determined using the higher of the VIU and FVLCD. A discounted cash flow model was used to determine the value-in-use, covering the period from 2026 to 2038 (2024: 2025 to 2038). Management estimated a discount rate of 17.58% (2024: 16.91%) using pre-tax rates that reflected current market assessment of the time value of money and risks specific to the cash-generating unit. The projected terminal growth rate was 3% (2024: 3.9%). As the recoverable amount was lower than the cost of investment in a subsidiary, Advanced Agri Pte Ltd, an impairment loss of \$716,000 (2024: \$1,801,000) was made in the profit or loss of the Company during the current financial year. An impairment loss of \$1,326,000 (2024: \$3,762,000) was also made in the book of the subsidiary, AAPL for its investment in PTAAL for the same reason mentioned above. Impairment losses in subsidiaries are reversed at the Group level.

Summarised financial information of subsidiaries with material non-controlling interests

Set out below is the summarised financial information for each subsidiary that has non-controlling interests that are material to the Group. These are presented before inter-company eliminations.

Summarised statement of financial position

	2025	2024
	AAPL Group	AAPL Group
	\$'000	\$'000
<u>Advanced Agri Pte Ltd and its subsidiary,</u>		
<u>PT Advanced Agri Indonesia (AAPL Group)</u>		
Current assets	1,415	2,864
Non-current assets	6,733	8,247
Current liabilities	(736)	(91)
Non-current liabilities	(10,171)	(12,358)
Net liabilities	(2,759)	(1,338)

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

19. Investments in subsidiaries (Cont'd)

Summarised financial information of subsidiaries with material non-controlling interests (Cont'd)

Summarised statement of profit or loss

	2025	2024
	AAPL Group	AAPL Group
	\$'000	\$'000
Revenue	6,284	3,821
Loss before income tax	(2,975)	(2,205)
Income tax credit	9	60
Loss for the year	(2,966)	(2,145)

Summarised cash flows

	2025	2024
	AAPL Group	AAPL Group
	\$'000	\$'000
Net cash generated from/ (used in) operating activities	981	(3,614)
Net cash used in investing activities	(121)	(717)
Net cash (used in)/ generated from financing activities	(568)	4,607

20. Investment in an associate

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Unquoted equity shares, at cost	15,110	15,110	15,000	15,000
Share of post-acquisition results	-	-	-	-
Less: Allowance for impairment losses	(15,110)	(15,110)	(15,000)	(15,000)
	-	-	-	-

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

20. Investment in an associate (Cont'd)

Details of the Group's associate as at 31 December 2025 are as follows:

Name of associate	Principal activity	Place of incorporation and operation	Proportion of ownership interest		Proportion of voting power held	
			2025	2024	2025	2024
			%	%	%	%

Held by the Company

Agricore Global Pte. Ltd. ^{(1) (2)}	Palm oil cultivation	Singapore	12.25	12.25	12.25	12.25
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(1) Reviewed by Nexia Singapore PAC for consolidation purposes.

(2) The Group has significant influence over the associate via representation on the board of directors and participation in policy making process.

Analysis of impairment losses of investment in an associate was as follows:

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Balance as at 1 January and 31 December	15,110	15,110	15,000	15,000

Summarised financial information in respect of the Group's associate was set out below:

	Agricore Global Pte. Ltd.	
	2025	2024
	\$'000	\$'000
Current assets	714	838
Non-current assets	977	1,294
Current liabilities	(1,725)	(2,036)
Non-current liabilities	(9,561)	(10,453)
Revenue	410	280
Loss for the year, representing total comprehensive loss for the year	(95)	(398)

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

20. Investment in an associate (Cont'd)

Reconciliation of the above summarised financial information for the carrying amount of the interest in Agricore Global Pte. Ltd. ("AGPL") recognised in the consolidated financial statements:

	Agricore Global Pte. Ltd.	
	2025	2024
	\$'000	\$'000
Net (liabilities) of the associate	(9,594)	(10,356)
Proportion of the Group's ownership interest	12.25%	12.25%
Share of net (liabilities)/assets of the associate	N/A*	N/A*
Carrying amount of the investment	-	-

* Not applicable as the share of net liabilities exceeded the Group's interest in the associate.

In the current financial year, management has assessed and noted that there were no significant changes in the financial performance (continued losses of \$93,000 of the associated group for the current financial year) and financial condition in the associate for the year ended 31 December 2025. In addition, the management of AGPL has indicated that there were no material changes to business operations or permit status during FY2025, and that there was no fundamental change in market pricing for the land permits held by the associate during the same period.

Based on the assessment, there were no indications of a reversal of the impairment loss, as there have been no improvements in the financial performance and financial condition of the AGPL Group, nor any significant upside in the market value of the land permits. Accordingly, the carrying amount of the investment in the associate remains unchanged at Nil (2024: Nil) as at 31 December 2025. The Group is not required to recognise further losses in respect of the associate as the carrying amount of the investment has already been reduced to Nil as at that date.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

20. Investment in an associate (Cont'd)

The valuation techniques and key assumptions were summarised below:

FY2025 Description	Fair value hierarchy	Valuation technique	Key assumptions
Land permits	Level 3	Market data comparison approach	Include consideration of: <ul style="list-style-type: none"> Changes in the financial performance and financial condition of the associate Changes in the market condition of the land permits

FY2024 Description	Fair value hierarchy	Valuation technique	Key assumptions
Land permits	Level 3	Market data comparison approach	Include consideration of: <ul style="list-style-type: none"> Changes in the financial performance and financial condition of the associate Changes in the market condition of the land permits

21. Loans to a subsidiary

	Company	
	2025	2024
	\$'000	\$'000
Non-current:		
Loan 1	885	1,020
Loan 2	1,328	1,530
Loan 3	1,239	1,365
Loan 4	974	1,039
Loan 5	1,000	-
- Accrued interest	7	-
	<u>5,433</u>	<u>4,954</u>

The loans to a subsidiary (loan 1 to 4) are non-trade in nature, unsecured, interest-free and are not repayable within 12 months after the reporting date.

These loans were discounted using market rate of 7.75% (2024: 7.75%) for similar instruments and the difference between loans and its fair values was recognised in the statement of comprehensive income as interest income of the Company.

The loan to a subsidiary (loan 5) is non-trade loan in nature. The loan is unsecured, bears interest at 5.0% per annum and is not repayable within 12 months after the reporting date.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

22. Deferred taxation

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred taxes relate to the same fiscal authority. The amounts, determined after appropriate offsetting, are shown on the statement of financial position as follows:

	Group	
	2025	2024 (Restated)
	\$'000	\$'000
Deferred tax assets	150	54
Deferred tax liabilities	(92)	–
Net	58	54

*Restated - Deferred taxation as at 31 December 2024 relates solely to deferred tax assets of S\$54,000 and there is no deferred tax liabilities. Accordingly, this disclosure has been restated. As this is a disclosure, there is no material impact to the financial statements.

The movement in deferred tax assets and liabilities (prior to offsetting of balances within the same tax jurisdictions) was as follows:

	Group	
	2025	2024
	\$'000	\$'000
Balance as at 1 January	54	(3)
Credit to the statement of comprehensive income (Note 9)	9	60
Translation difference	(5)	(3)
Balance as at 31 December	58	54

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

22. Deferred taxation (Cont'd)

Group	Statements of Financial Position		Statement of Comprehensive Income	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Deferred tax asset:				
Employee benefit liabilities	18	11	18	11
Lease liabilities	1	43	1	43
Expected credit loss	23	–	23	–
Impairment loss	108	–	108	–
Deferred tax liabilities:				
Right-of-use assets	–	(45)	–	(45)
Property, plant and equipment	(92)	45	(92)	45
Deferred tax assets	58	54	58	54

Subject to agreement by the tax authorities, the Group has unabsorbed tax losses and credits at the end of the reporting period amounting to \$9,930,000 (2024: \$6,208,000), which are available for offset against future profits. No deferred tax asset has been recognised in respect of the unabsorbed tax losses amounting to \$834,000 (2024: \$1,055,000) due to unpredictability of future profit streams. The unabsorbed tax losses generally do not have an expiry date.

At the reporting date, the aggregate amount of temporary differences associated with undistributed earnings of subsidiaries and associates for which deferred tax liabilities have not been recognised is Nil (2024: Nil). No deferred tax liabilities have been recognised in respect of these temporary differences because the Group is in a position to control the timing of reversal of the temporary differences and it is probable that such differences will not reverse in the foreseeable future.

The amendments to SFRS(I) 1-12 *Income Taxes* which narrow the scope of the initial recognition exemption in that standard that are effective have no significant impact on the consolidated financial statements of the Group and the Company for the year then ended.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

23. Bank borrowings

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Bank loan A	–	469	–	469
Bank loan B	–	267	–	–
Less: Amount due for settlement within 12 months	–	(736)	–	(469)
Amount due for settlement after 12 months	–	–	–	–
Classified as:				
Current portion	–	736	–	469
Non-current portion	–	–	–	–
	–	736	–	469

The Group's bank borrowings comprise:

- (a) Bank loan A is a temporary bridging loan drawdown by the Company and is secured by a corporate guarantee issued by a subsidiary.

Bank loan A is repayable in 47 monthly instalments of \$52,083 each commencing from 1 October 2021 and a final instalment of \$52,083 on 1 September 2025.

Bank loan A bears a fixed interest rate of 2.00% (2024: 2.00%) per annum.

- (b) Bank loan B is a temporary bridging loan drawdown by a subsidiary and is secured by a corporate guarantee issued by the Company.

Bank loan B is repayable in 47 monthly instalments of \$44,933 each commencing from 1 June 2021 and a final instalment of \$44,933 on 1 May 2025.

Bank loan B bears a fixed interest rate of 3.00% (2024: 3.00%) per annum.

The above loans were fully repaid during the financial year ended 31 December 2025.

As at 31 December 2024, the Group has complied with financial covenants as required by the bank.

As at 31 December 2025, the Group has no outstanding bank borrowings.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

23. Bank borrowings (Cont'd)

Reconciliation of liabilities arising from financing activities

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's statement of cash flows as cash flows from financing activities.

2025 Group	1 January 2025	Financing cash flows ⁽ⁱ⁾	Non-cash changes			31 December 2025
			Addition	Interest expenses	Translation differences	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Bank borrowings	736	(740)	-	4	-	-

2024 Group	1 January 2024	Financing cash flows ⁽ⁱ⁾	Non-cash changes			31 December 2024
			Addition	Interest expenses	Translation differences	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Bank borrowings	2,055	(1,348)	-	32	(3)	736

(i) The cash flows make up the net amount of repayments of borrowings in the statement of cash flows.

24. Trade and other payables

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Loans from subsidiaries	-	-	11,638	12,381
Accrued operating expenses	765	476	645	378
Other payables:				
- third parties	35	36	17	34
	800	512	12,300	12,793

These amounts are non-interest bearing.

Other payables and accrued operating expenses principally comprise amounts outstanding for trade purchases and ongoing costs.

The loans from subsidiaries are unsecured, interest-free and repayable on demand.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

25. Lease liabilities

The Group makes monthly lease payments to acquire plant and equipment used for manufacturing and construction activities. The Group also acquires motor vehicles under hire purchase arrangements to render internal logistics support. These plant and equipment and motor vehicles are recognised as the Group's right-of-use assets (Note 17). The hire purchase agreements for motor vehicles prohibit the Group from subleasing them to third parties.

The Group also leases several offices, factory cum warehouse premises for operation and storage purposes (Note 17).

The leases for certain factory cum warehouse premises, plant and equipment, and motor vehicles provide for optional extension periods, for which the related lease payments have not been included in lease liabilities because the Group is not reasonably certain to exercise these extension options.

The carrying amounts of right-of-use assets arising from these leases are disclosed in Note 17 to the financial statements.

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Classified as:				
Current portion	23	30	–	8
Non-current portion	46	61	–	–
	69	91	–	8

A reconciliation of lease liabilities is as follows:

	Group	Company
	\$'000	\$'000
Balance as at 1 January 2024	163	8
Accretion of interest	17	–
Payments	(89)	(8)
Balance as at 31 December 2024 and 1 January 2025	91	–
Addition	11	–
Accretion of interest	7	–
Remeasurement of lease liability	11	–
Payments	(32)	–
Translation differences	(19)	–
Balance as at 31 December 2025	69	–

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

25. Lease liabilities (Cont'd)

Amount recognised in profit or loss:

	Group	
	2025	2024
	\$'000	\$'000
Depreciation of right-of-use assets	48	68
Interest expense on lease liabilities	7	17
Expense relating to leases of low-value assets leases	17	18

26. Loans from non-controlling interests and a third party

	Group	
	2025	2024
	\$'000	\$'000
Current:		
Third party	462	–
	462	–
Non-current:		
<u>Non-controlling interests</u>		
Loan 1	850	980
Loan 2	1,276	1,470
Loan 3	1,191	1,318
Loan 4	936	998
Loan 5	78	1,000
Loan 6	199	243
	4,530	6,009
Third party	82	1,289
	4,612	7,298
	5,074	7,298

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

26. Loans from non-controlling interests and a third party (Cont'd)

The loans granted from non-controlling shareholders of a subsidiary are not repayable within 12 months after the reporting date.

The non-controlling interests' loans were discounted using market rate of 7.75% (2024: 7.75%) for similar instruments and the difference between loans and its fair values was recognised accounted for as discount implicit in the loan to subsidiary.

The loan from third party is non-trade in nature, unsecured, and interest-bearing at 5% (2024: 5%). The portion of the loans that is expected to be repaid within twelve months after the reporting date has been classified as current.

As at 31 December 2025, the non-controlling shareholders have agreed not to demand repayment of the loan balances for a period of at least twelve months from the reporting date, and these balances are therefore classified as non-current.

Reconciliation of liabilities arising from financing activities

	Group	
	2025	2024
	\$'000	\$'000
Balance as at 1 January	7,298	3,551
Financing cash flows:		
Repayment of third-party loans	(1,949)	–
(Loan to)/ Loan from non-controlling interests	(500)	2,279
Loan from third party	253	1,263
Interest paid on third party loans	(17)	–
Fair value adjustment	(688)	(154)
Accretion of interest	302	359
Translation difference	(125)	–
Balance as at 31 December	4,574	7,298

The reconciliation above includes movements recognised in other receivables and loans from non-controlling interests and a third party. The breakdown is presented in the table below:

	Group	
	2025	2024
	\$'000	\$'000
Other receivables (Note 14)	500	–
Less: Loan from non-controlling interests	(5,074)	(7,298)
Balance as at 31 December	(4,574)	(7,298)

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

27. Employee benefit liability

The Group recognised employee benefits for all its permanent employees in Indonesia pursuant to Indonesian Labor Law No. 13/2003. The provision for employee benefits is based on the calculation of an independent actuary, using the “Projected Unit Credit” method. As at 31 December 2025, number of employees of 16 (2024: 16), were included in the computation.

The principal assumptions used in determining employee benefits as of 31 December 2025 were as follows:

	2025	2024
Annual discount rate	4.81% - 7.06%	6.88% - 7.13%
Annual rate salary increases	10%	10%
Resignation rate	6%	6%
Mortality rate	10% TMI IV	10% TMI IV
Retirement age	58	65

The estimated liability for employee benefits as at 31 December 2025 and 2024 consist of present value of the obligation in which the changes in the present value of defined benefit obligations is as follows:

	Group	
	2025	2024
	\$'000	\$'000
Balance as at 1 January	51	42
Post-employment benefit expenses	39	10
Translation difference	(7)	(1)
Balance as at 31 December	83	51

The following table summarises the component of post-employment benefits expense recognised in statement of comprehensive income as follows:

	Group	
	2025	2024
	\$'000	\$'000
Current service cost	47	20
Transfer out	-	(20)
Interest on the defined benefit obligation	2	3
Changes in financial assumption	3	(1)
Adjustments	(13)	8
Balance as at 31 December	39	10

The sensitivity of the defined benefit obligation to changes in the weighted principal assumptions is deemed to be insignificant to the Group.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

28. Share capital

	Group and Company			
	2025		2024	
	No. of shares	\$'000	No. of shares	\$'000
Issued and fully paid up:				
Balance as at 1 January and 31 December	103,521,700	47,433	103,521,700	47,433

Fully paid ordinary shares (excluding treasury shares), which have no par value, carry one vote per share and carry a right to dividends as and when declared by the Company.

29. Treasury shares

	Group and Company			
	2025		2024	
	No. of shares	\$'000	No. of shares	\$'000
Issued and paid up:				
Balance as at 1 January and 31 December	2,253,333	1,837	2,253,333	1,837

30. Foreign currency translation reserve

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

31. Bankers' and financial guarantees

	Group	
	2025	2024
	\$'000	\$'000
Bankers' guarantees with recourse to the Group	–	85

The maximum amount for which the Group could become liable is as shown above.

Banks' guarantees of Nil (2024: \$85,000) issued by the banks were drawn on credit facilities secured by the corporate guarantees from the Company.

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For the Financial Year Ended 31 December 2025

31. Bankers' and financial guarantees (Cont'd)

The Company provided corporate guarantees of up to \$3,190,000 to certain banks and financial institutions for credit facilities granted to certain subsidiaries in prior year. The corporate guarantee provided by the Company was cancelled upon settlement of the bank loan on 2 June 2025.

In prior years, management had evaluated the fair value of the corporate guarantee and was of the view that the fair value of the benefits derived by the immediate and ultimate holding company from the guarantee provided to banks and financial institutions was minimal. Accordingly, the guarantee was not recognised in the financial statements. The immediate and ultimate holding company for which the guarantee was provided had net equity.

Financial guarantees issued were initially measured at fair value. Subsequently, they were measured at the higher of the loss allowance determined in accordance with SFRS(I) 9 and the amount initially recognised, less, when appropriate, the cumulative amount of income recognised in accordance with the principles of SFRS(I) 15.

Based on expectations at the end of the prior reporting period, the Company considered that it was more likely than not that no amount would be payable under the above arrangements. In the prior year, the Company had not recognised an ECL provision as the ECL amount was lower than the amortised liability for intra-group financial guarantee contracts. The Company did not consider it probable that a claim would be made against the Company under the guarantee. The carrying amount represented the initial fair value less the cumulative amount of income recognised.

The table below shows the contractual expiry by maturity of the Company's contingent liabilities. The maximum amounts of the financial guarantee contracts are allocated to the earliest period in which the guarantee could be called.

	One year or less 2025	One year or less 2024
	\$'000	\$'000
Company		
Financial guarantees	–	3,190

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

32. Financial instruments, financial risks and capital management

(a) Categories of financial instruments

The following table sets out the financial instruments as at the end of the reporting period:

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Financial assets				
Financial assets at amortised cost:				
- Cash and bank balances	23,479	27,086	5,537	9,753
- Trade receivables	77	598	-	-
- Other receivables	88	410	81	49
- Loans to a subsidiary	-	-	5,612	4,954
- Loans to a third party	500	-	500	-
	<u>24,144</u>	<u>28,094</u>	<u>11,730</u>	<u>14,756</u>
Financial liabilities				
Financial liabilities at amortised cost:				
- Trade and other payables	800	512	12,300	12,793
- Bank borrowings	-	736	-	469
- Loans from non-controlling interests and third party	5,074	7,298	-	-
	<u>5,874</u>	<u>8,546</u>	<u>12,300</u>	<u>13,262</u>

(b) Financial instruments subject to offsetting, enforceable master netting arrangements and similar agreements

There are no financial instruments subject to offsetting, enforceable master netting arrangements and similar agreements at 31 December 2025 and 2024.

(c) Financial risk management policies and objectives

The Group's overall policy for financial risk management is to minimise the potential adverse effects from market and credit changes on the Group's financial performance. The Board of Directors is responsible for setting the objectives and underlying principles of financial risk management for the Group.

The Group may use forward exchange contracts to hedge the exchange rate risks arising from trade receivables and trade payables, and firm commitments to buy or sell goods. There is no outstanding forward exchange contract as at 31 December 2025 and 2024.

The Group does not hold or issue derivative financial instruments for speculative purposes.

There has been no change to the Group's exposure to these financial risks or the manner in which it manages and measures the risk. Market risk exposures are measured using sensitivity analysis indicated below.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

32. Financial instruments, financial risks and capital management (Cont'd)

(c) Financial risk management policies and objectives (Cont'd)

(i) Foreign exchange risk management

At the end of the reporting period, the carrying amounts of significant monetary assets and monetary liabilities denominated in currencies other than the respective Group's entities' functional currencies are as follows:

	Group			
	Assets		Liabilities	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Denominated in:				
USD	4,555	4,295	(147)	(151)
EUR	47	1,091	–	–
GBP	58	–	–	–

	Company			
	Assets		Liabilities	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Denominated in:				
USD	1,206	1,457	(4,638)	(4,081)
EUR	3	3	–	–

The Group mitigates foreign currency exposure by striving, where possible, to negotiate sales and purchase transactions in the same currency with counterparties. Exposure to foreign currency risks is monitored on an ongoing basis to ensure that net exposure is at an acceptable level by entering into forward contracts as and when necessary.

The Company has a number of investments in foreign subsidiaries, whose net assets are exposed to currency translation risk.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

32. Financial instruments, financial risks and capital management (Cont'd)

(c) Financial risk management policies and objectives (Cont'd)

(i) Foreign exchange risk management (Cont'd)

Foreign currency sensitivity

The following table details the sensitivity to a 10% increase and decrease in the relevant foreign currencies against the functional currencies of each Group entity. The 10% sensitivity rate used represents management's assessment of the reasonably possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currencies denominated monetary items and adjusts their translation at the period end for a 10% change in foreign currency rates. The sensitivity analysis includes external loans as well as loans to foreign operations within the Group where they gave rise to an impact on the Group's profit or loss.

If the relevant foreign currency strengthens by 10% against the functional currencies of each Group entity, favourable (unfavourable) effects on operating results will be:

	Group		Company	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Denominated in:				
USD	441	414	(343)	(262)
EUR	5	109	-	-
GBP	6	-	-	-

If the relevant foreign currency weakens by 10% against the functional currencies of each Group entity, the effect on operating results will be vice versa.

(ii) Interest rate risk management

Interest rate risk refers to the risk faced by the Group that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates as a result of fluctuation in interest rates.

The Group's policy is to obtain the most favourable interest rates available. Surplus funds are placed with reputable banks.

The Group's exposure to interest rate risk mainly arises from the bank borrowings which bear fixed interest rates (Note 23).

Reasonably possible changes on interest rates are not expected to have a material effect in the Group's profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

32. Financial instruments, financial risks and capital management (Cont'd)

(c) Financial risk management policies and objectives (Cont'd)

(iii) Overview of the Group's exposure to credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. As at 31 December 2025, the Group's maximum exposure to credit risk without taking into account any collateral held or other credit enhancements, which will cause a financial loss to the Group due to failure to discharge an obligation by the counterparties and financial guarantees provided by the Group arises from:

- the carrying amount of the respective recognised financial assets as stated in the consolidated statement of financial position; and
- the maximum amount the Group would have to pay if the financial guarantee is called upon, irrespective of the likelihood of the guarantee being exercised is as disclosed in Note 31.

The Group develops and maintains its credit risk gradings to categorise exposures according to their degree of risk of default. The Group uses its own trading records to rate its major customers and other debtors.

The Group's current credit risk grading framework comprises the following categories:

Category	Description	Basis for recognising expected credit losses ("ECL")
Performing	The counterparty has a low risk of default and does not have any past-due amounts.	12-month ECL
Doubtful	Amount is >30 days past due or there has been a significant increase in credit risk since initial recognition.	Lifetime ECL – not credit-impaired
In default	Amount is >90 days past due or there is evidence indicating the asset is credit-impaired.	Lifetime ECL – credit-impaired
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery.	Amount is written off

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

32. Financial instruments, financial risks and capital management (Cont'd)

(c) Financial risk management policies and objectives (Cont'd)

(iii) Overview of the Group's exposure to credit risk (Cont'd)

The tables below detail the credit quality of the Group's financial assets and other items, as well as maximum exposure to credit risk by credit risk rating grades:

Group	Internal credit rating	12-month or lifetime ECL	Gross carrying amount	Loss allowance	Net carrying amount
			\$'000	\$'000	\$'000
2025					
Trade receivables (Note 13)	(a)	Lifetime ECL (simplified approach)	183	(106)	77
Other receivables (Note 14)	Performing	12-month ECL	88	–	88
Loan to a thirds party (Note 14)	Performing	12-month ECL	500	–	500
				(106)	
2024					
Trade receivables (Note 13)	(a)	Lifetime ECL (simplified approach)	598	–	598
Other receivables (Note 14)	Performing	12-month ECL	410	–	410
				–	

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

32. Financial instruments, financial risks and capital management (Cont'd)

(c) Financial risk management policies and objectives (Cont'd)

(iii) Overview of the Group's exposure to credit risk (Cont'd)

Company	Internal credit rating	12-month or lifetime ECL	Gross carrying amount	Loss allowance	Net carrying amount
			\$'000	\$'000	\$'000
2025					
Other receivables (Note 14)	Performing	12-month ECL	81	–	81
Loan to a subsidiary (Note 21)	Performing	12-month ECL	5,612	–	5,612
Loan to a third party (Note 14)	Performing	12-month ECL	500	–	500
				————— – =====	
2024					
Other receivables (Note 14)	Performing	12-month ECL	49	–	49
Loan to a subsidiary (Note 21)	Performing	12-month ECL	4,954	–	4,954
				————— – =====	

- (a) For trade receivables, the Group and the Company determine the expected credit losses by using a provision matrix, estimated based on historical credit loss experience based on the past due status of the debtors, adjusted as appropriate to reflect current conditions and estimates of future economic conditions (Note 13).

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

32. Financial instruments, financial risks and capital management (Cont'd)

(c) Financial risk management policies and objectives (Cont'd)

(iii) Overview of the Group's exposure to credit risk (Cont'd)

The following table details the risk profile of trade receivables from contracts with customers based on the Group's provision matrix. As the Group's historical credit loss experience does not show significantly different loss patterns for different customer segments, the provision for loss allowance based on past due status is not further distinguished between the Group's different customer base.

Group	Current	< 30 days	31 – 60 days	61 – 90 days	> 90 days	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2025						
ECL rate (%)	0%	**	**	**	80%	
Estimated total gross carrying amount at default						
Trade receivables	50	–	–	–	133	183
Lifetime ECL	–	–	–	–	106	106
2024						
ECL rate (%)	0%	**	**	**	0%	
Estimated total gross carrying amount at default						
Trade receivables	467	–	–	–	131	598
Lifetime ECL	–	–	–	–	–	–

* ECL is deemed immaterial

** Not applicable

Bankers' and financial guarantees

The Group provided corporate guarantee to certain banks and financial institutions for credit facilities granted to a subsidiary in prior years. The corporate guarantee had been cancelled upon the settlement of bank loan on 2 September 2025. In prior years, management had evaluated the fair value of the corporate guarantee and was of the view that the fair value of the benefits derived by the subsidiary from the guarantee provided to banks and financial institutions was minimal. Accordingly, the guarantee was not recognised in the financial statements. The subsidiary for which the guarantee was provided had net equity.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

32. Financial instruments, financial risks and capital management (Cont'd)

(c) Financial risk management policies and objectives (Cont'd)

(iv) Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group's and Company's major classes of financial assets are cash and cash equivalents and trade and other receivables. Cash and cash equivalents are placed with banks and financial institutions that are reputable and creditworthy. For receivables from subsidiaries, the Company considers the historical default experience and the financial position of the subsidiaries. For trade receivables, the Group performs initial and ongoing credit evaluation of its customers' financial condition, monitors payment and extent of credit granted. Before accepting any new customer, the Group will perform credit risk assessment using the financial results of the customer to determine credit-worthiness.

Credit approvals and other monitoring procedures are also in place to ensure that follow-up action is taken to recover overdue debts. Furthermore, the Group reviews the recoverable amount of each trade debt on an individual basis at the end of the reporting period to ensure that adequate loss allowance is made for irrecoverable amounts.

The Group and Company do not require or hold collateral on account of its receivables. The maximum exposure to credit risk for each class of financial asset is the carrying amount of that class of financial asset as shown on the statement of financial position.

The Group determines concentrations of credit risk by monitoring the country profile of its trade receivables on an on-going basis. The maximum exposure to credit risk for trade receivables as at the end of the reporting period based on location of the Group's customers is set out as follows:

	Group	
	2025	2024
	\$'000	\$'000
Indonesia	77	598

The Group's exposure to credit risk is influenced by individual characteristics of each customer, as well as the demographics of the Group's customer base including the default risk of the industry and country in which customers operate in.

The trade receivables of the Group included 2 debtors (2024: 3 debtors) that individually represented more than 5% (2024: 5%) of the Group's trade receivables.

(v) Liquidity risk management

To manage liquidity risk, the Group prepares cash flow projections, and reviews its cash requirement on a regular basis. It maintains sufficient level of cash and cash equivalents to enable it to meet its normal operating commitments and secures committed funding facilities from financial institutions.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

32. Financial instruments, financial risks and capital management (Cont'd)

(c) Financial risk management policies and objectives (Cont'd)

(v) Liquidity risk management (Cont'd)

Liquidity and interest risk analyses

Non-derivative financial assets and liabilities

The following table details the remaining contractual maturity for non-derivative financial liabilities. The table has been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and Company can be required to pay. The table includes both interest and principal cash flows. The adjustment column represents the possible future cash flows attributable to interest which is not included in the carrying amount of the financial liability on the statement of financial position.

Group	Interest/non-interest bearing	Weighted average effective interest rate	On demand or within 1 year	Within 2 to 5 years	After 5 years	Adjustment	Carrying amount
		% per annum	\$'000	\$'000	\$'000	\$'000	\$'000
2025							
Financial assets							
Trade and other receivables*	Non-interest bearing	-	171	-	-	-	171
Loan to non-controlling interests	Interest bearing	5%	525	-	-	(25)	500
Bank balances	Non-interest bearing	-	1,294	-	-	-	1,294
Fixed deposits	Variable interest rate	0.75% – 4.1%	22,205	-	-	(20)	22,185
	Total financial assets		24,195	-	-	(45)	24,150
Financial liabilities							
Lease liabilities	Fixed interest rate	6% – 10%	28	48	-	(7)	69
Trade and other payables	Non-interest bearing	-	800	-	-	-	800
Loans from non-controlling interests	Interest bearing	5% – 7.75%	-	5,177	-	(647)	4,530
Loans from a third party	Fixed interest rate	5%	462	82	-	-	544
	Total financial liabilities		1,290	5,307	-	(654)	5,943
Total financial assets/(liabilities)			22,905	(5,307)	-	609	18,207
Bankers' and financial guarantees	Non-interest bearing	-	-	-	-	-	-

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

32. Financial instruments, financial risks and capital management (Cont'd)

(c) Financial risk management policies and objectives (Cont'd)

(v) Liquidity risk management (Cont'd)

Liquidity and interest risk analyses (Cont'd)

Non-derivative financial assets and liabilities (Cont'd)

Group	Interest/non-interest bearing	Weighted average effective interest rate	On demand or within 1 year	Within 2 to 5 years	After 5 years	Adjustment	Carrying amount
		% per annum	\$'000	\$'000	\$'000	\$'000	\$'000
2024							
Financial assets							
Trade and other receivables*	Non-interest bearing	–	1,019	–	–	–	1,019
Bank balances	Non-interest bearing	–	1,149	–	–	–	1,149
Fixed deposits	Variable interest rate	0% – 5.1%	26,047	–	–	(110)	25,937
	Total financial assets		28,215	–	–	(110)	28,105
Financial liabilities							
Bank borrowings	Fixed interest rate	2%–3%	741	–	–	(5)	736
Lease liabilities	Fixed interest rate	6%–10%	41	71	–	(21)	91
Trade and other payables	Non-interest bearing	–	512	–	–	–	512
Loans from non-controlling interests	Interest bearing	7.75%	–	6,142	–	(133)	6,009
Loans from a third party	Fixed interest rate	5%	–	1,289	–	–	1,289
	Total financial liabilities		1,294	7,502	–	(159)	8,637
Total financial assets/ (liabilities)			26,921	(7,502)	–	49	19,468
Bankers' and financial guarantees	Non-interest bearing	–	(3,190)	–	–	(3,190)	–

* (excluding advance payments to suppliers and prepayments)

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

32. Financial instruments, financial risks and capital management (Cont'd)

(c) Financial risk management policies and objectives (Cont'd)

(vi) Fair value of financial assets and financial liabilities

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The fair value of current financial assets and liabilities, including cash and cash equivalents, trade and other receivables, trade and other payables, and current portion of borrowings, approximate their carrying amounts due to their short-term maturities.

The carrying amounts of loan to non-controlling interest and third party

There are no transfers between Level 1, Level 2 and Level 3 for recurring fair value measurement in 2025 and 2024.

The valuation technique for other financial liabilities not measured at fair value is discounted cash flows. The valuation model considers the present value of expected payment, discounted using a risk-adjusted discount rate.

The fair value of current financial assets and liabilities, including cash and cash equivalents, trade and other receivables, trade and other payables, and current portion of borrowings, approximate their carrying amounts due to their short-term maturities.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

32. Financial instruments, financial risks and capital management (Cont'd)

(d) Capital management policies and objectives

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern and to maintain an optimal capital structure so as to maximise shareholder value. In order to maintain or achieve an optimal capital structure, the Group may adjust the amount of dividend payment, issue new shares, buy back issued shares or obtain new borrowings.

The capital structure of the Group consists of equity attributable to owners of the Company, comprising issued capital, reserves and accumulated losses. The Group has complied with the externally imposed capital requirements in 2025 and 2024.

The Group's and Company's overall strategy remains unchanged from 2024.

The gearing ratio of the Group at the reporting date is as follows:

	Group	
	2025	2024
	\$'000	\$'000
Debt ⁽ⁱ⁾	5,143	8,125
Cash and bank balances	(23,479)	(27,086)
Net cash	(18,336)	(18,961)
Equity ⁽ⁱⁱ⁾	27,225	30,349
Net debt to equity ratio (%)	N.M.*	N.M.*

* N.M. – Not meaningful

- i. Debt is defined as long and short-term borrowings, including bank borrowings, lease liabilities, loan from non-controlling interest and a third party but excluding derivative financial instruments and financial guarantee contracts.
- ii. Equity includes all capital and reserves of the Group that are managed as capital.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

33. Related party transactions

Some of the Company's transactions and arrangements are between members of the Group and the effects of these on the basis determined between the parties are reflected in these financial statements. The intercompany balances are unsecured, interest-free and repayable upon demand unless otherwise stated.

Transactions with related companies

	Company	
	2025	2024
	\$'000	\$'000
Management fee income	137	164
Interest income from fellow subsidiaries	197	303

Compensation of directors and key management personnel

The remuneration of directors and other members of key management during the year was as follows:

	Group	
	2025	2024
	\$'000	\$'000
Short-term benefits	1,338	1,135
Post-employment benefits	22	26
Total	1,360	1,161
Comprises amounts paid/payable to:		
- Director of the Company	1,360	1,161

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

34. Segment information

Management has determined segment based on how information is reported to the Group's chief operating decision maker for the purposes of resource allocation and operating performance review.

The Group's reportable segments under SFRS(I) 8 consist of (i) Engineering Service and Manufacturing ("ESM") and (ii) Agri-Tech. The ESM segment consists of customers operating mainly in the Petrochemicals & Chemicals and Oil & Gas industries and includes contract income from system integration solutions for process analyser and specialty valves, sale of analyser technologies products, maintenance and repair of analysers, specialty valves and systems, and commission income from agency agreements. The Agri-Tech segment accounts for revenue from the corn processing activities undertaken by PT Advanced Agri Indonesia.

The Group's activities, following the disposal of ATAC, GWI, CAE SG Group and CAE CN are primarily based in PRC, Indonesia and Middle East. The accounting policies of the reportable segments are the same as the Group's accounting policies described in Note 2.

Segment information about the Group is presented below.

(a) Analysis by business segment

Segment revenue and profit:

In determining the profit or loss for each reportable segment, segment revenue and cost of sales are the operating revenue and cost of sales reported in the Group's statement of comprehensive income that are directly attributable to a segment. Operating income and expenses include items directly attributable to a segment and the relevant portion of such operating income and expenses that can be allocated on a reasonable basis to a segment. Non-recurring gains or losses such as gain on disposal of subsidiaries and goodwill impairment are not allocated.

All inter-segment sales are eliminated on consolidation.

Segment assets and liabilities:

Segment assets include all operating assets used by a segment and consist principally of trade and other receivables, cash and cash equivalents, intangible assets, inventories, contract assets, right-of-use assets and PPE, net of allowances and provisions. Segment assets do not include deferred tax assets. Capital additions include the total cost incurred to acquire PPE and intangible assets directly attributable to the segment.

Segment liabilities include all operating liabilities and consist principally of trade and other payables, contract liabilities, lease liabilities and bank borrowings. Current and deferred income tax liabilities are not allocated.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

34. Segment information (Cont'd)

(a) Analysis by business segment (Cont'd)

Segment information about the Group's revenue and results is presented below:

	ESM*		Agri-Tech		Corporate / Unallocated		Total	
	12 months ended		12 months ended		12 months ended		12 months ended	
	31.12.2025	31.12.2024	31.12.2025	31.12.2024	31.12.2025	31.12.2024	31.12.2025	31.12.2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Continuing Operations								
Revenue	-	363	6,284	3,821	-	-	6,284	4,184
Segment results								
Segment results	(877)	(408)	(2,474)	(1,532)	(1,488)	(1,851)	(4,839)	(3,791)
Interest income	341	483	5	5	147	358	493	846
Interest expense	(1)	(17)	(309)	(375)	(3)	(16)	(313)	(408)
Loss before taxation from continuing operations	(537)	58	(2,778)	(1,902)	(1,344)	(1,509)	(4,659)	(3,353)
Income tax expense	-	(273)	9	60	-	-	9	(213)
Loss from continuing operations, net of tax	(537)	(215)	(2,769)	(1,842)	(1,344)	(1,509)	(4,650)	(3,566)
Loss from discontinued operations, net of tax	-	(416)	-	-	-	-	-	(416)
	(537)	(631)	(2,769)	(1,842)	(1,344)	(1,509)	(4,650)	(3,982)
Assets								
Segment assets	-	17,067	8,590	11,058	23,210	10,170	31,800	38,295
Deferred tax assets	-	-	58	54	-	-	58	54
	-	17,067	8,648	11,112	23,210	10,170	31,858	38,349
Liabilities								
Segment liabilities	-	314	5,295	7,495	731	888	6,026	8,697
Current and deferred tax liabilities	-	-	-	-	-	-	-	-
	-	314	5,295	7,495	731	888	6,026	8,697

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

34. Segment information (Cont'd)

(a) Analysis by business segment (Cont'd)

	ESM*		Agri-Tech		Corporate / Unallocated		Total	
	12 months ended		12 months ended		12 months ended		12 months ended	
	31.12.2025	31.12.2024	31.12.2025	31.12.2024	31.12.2025	31.12.2024	31.12.2025	31.12.2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Continuing Operations (Cont'd)								
Other information								
Capital additions - Property, plant and equipment	-	-	96	716	-	-	96	716
Allowance for expected credit loss on trade receivables	-	-	106	-	-	5	106	5
Impairment loss on Property, plant and equipment	-	-	492	-	-	-	492	-
Gain on liquidation of a subsidiary		(2)	-	-	-	-	-	(2)
Depreciation and amortisation	2	2	471	421	57	76	530	499
Other information								
Capital additions - Property, plant and equipment	-	1	-	-	-	-	-	1
Loss on disposal of subsidiary	-	711	-	-	-	-	-	711
Depreciation and amortisation	-	5	-	-	-	-	-	5

* During the financial year ended 31 December 2025, all assets and liabilities previously attributable to the ESM segment have been centrally managed and are no longer separately reviewed by the chief operating decision maker. Accordingly, these balances have been presented within the "Corporate/ Unallocated" segment as at 31 December 2025. Comparative information has not been restated as the change reflects the current internal reporting structure and monitoring by management.

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

34. Segment information (Cont'd)

(b) Analysis by geographical segment

(i) Analysis of the Group's sales based on the geographical presence of the customers.

	Group	
	2025	2024
	\$'000	\$'000
<u>Revenue from continuing operations</u>		
Indonesia	6,284	3,821
China	–	315
Singapore	–	1
Other Asian Countries	–	47
	6,284	4,184
	6,284	4,184

(ii) Analysis of the carrying amount of non-current assets in the geographical area in which the amounts are located.

	2025	2024
	\$'000	\$'000
<u>Non-current operating assets</u>		
Singapore	295	354
Indonesia	6,673	8,192
	6,968	8,546
	6,968	8,546

(c) Revenue from major products and services

The Group does not breakdown revenue beyond the categories disclosed in Note 4.

(d) Information about major customers

During the year, 3 corporate customers accounted for more than 10% of the Group's revenue (2024: 3 corporate customer accounted for more than 10%).

NOTES TO THE FINANCIAL STATEMENTS

For the Financial Year Ended 31 December 2025

35. Subsequent event

Disposal of Advanced CAE Saudi Arabia Company Ltd (“CAEKSA”)

During the financial year ended 31 December 2024, the Group entered into an agreement to dispose of its wholly-owned subsidiary, Advanced CAE Saudi Arabia Company Ltd (“CAEKSA”). As part of the disposal arrangement, the Group had provided certain customary warranties to the buyer in relation to the collection of outstanding amounts from customers for several completed projects.

During the financial year ended 31 December 2025, the customers of the four projects had fully settled the outstanding contract balances. Consequently, the underlying exposure associated with the warranties has been extinguished.

Subsequent to the financial year end, the legal transfer of shares in CAEKSA was completed on 6 March 2026, following which the ownership of CAEKSA was formally transferred to the buyer. In view of the settlement of the relevant customer balances during the current financial year ended 31 December 2025, management is of the view that the warranties provided to the buyer are no longer required and no contingent liability remains as at the date of approval of these financial statements.

STATISTICS OF SHAREHOLDINGS

As at 19 March 2026

Issued and fully paid capital	:	\$47,432,531
Number of ordinary shares (excluding treasury shares)	:	101,268,367
Number of treasury shares	:	2,253,333
Number of Subsidiary Holdings	:	Nil
Class of shares	:	Ordinary shares
Voting rights	:	On a poll: One vote for each ordinary share (excluding treasury shares)

The holders of ordinary shares (except treasury shares) are entitled to receive dividends as and when declared by the Company.

DISTRIBUTION OF SHAREHOLDERS BY SIZE OF SHAREHOLDINGS AS AT 19 MARCH 2026

Size of Shareholdings	No. of Shareholders	%	No. of Shares	%
1 - 99	199	12.97	9,313	0.01
100 - 1,000	84	5.48	43,669	0.04
1,001 - 10,000	798	52.02	4,037,261	3.99
10,001 - 1,000,000	442	28.81	28,382,847	28.03
1,000,001 and above	11	0.72	68,795,277	67.93
TOTAL	1,534	100.00	101,268,367	100.00

TWENTY LARGEST SHAREHOLDERS AS AT 19 MARCH 2026

No.	Name of Shareholder	No. of Shares	%
1	CITIBANK NOMINEES SINGAPORE PTE LTD	23,685,048	23.39
2	LOW SIOK LING (LIU SULING)	12,800,000	12.64
3	DBS NOMINEES PTE LTD	11,940,258	11.79
4	CHIANG TIN TIAH	5,000,000	4.94
5	HSBC (SINGAPORE) NOMINEES PTE LTD	3,377,532	3.34
6	ANG MENG HAI MARKUS DAVID	3,200,000	3.16
7	PHILLIP SECURITIES PTE LTD	2,347,353	2.32
8	ABN AMRO CLEARING BANK N.V.	2,068,416	2.04
9	WONG KAR KING	1,852,109	1.83
10	GOH GUAN SIONG (WU YUANXIANG)	1,516,600	1.50
11	MAYBANK SECURITIES PTE. LTD.	1,007,961	1.00
12	OCBC NOMINEES SINGAPORE PTE LTD	845,884	0.84
13	BD CORPORATION PTE LTD	670,000	0.66
14	PANG WING SENG	603,566	0.60
15	LOW SIOK CHENG	583,200	0.58
16	UNITED OVERSEAS BANK NOMINEES PTE LTD	580,166	0.57
17	LAI WENG KAY	561,200	0.55
18	RAFFLES NOMINEES (PTE) LIMITED	542,595	0.54
19	JEANETTE KOH CHEW TEE	528,000	0.52
20	IWAN RUSLI @ LIE TJIN VAN	500,000	0.49
	TOTAL:	74,209,888	73.30

Note:

The percentage is based on 101,268,367 shares (excluding 2,253,333 shares held as treasury shares) as at 19 March 2026.

STATISTICS OF SHAREHOLDINGS

As at 19 March 2026

SUBSTANTIAL SHAREHOLDERS

(as recorded in the Register of Substantial Shareholders as at 19 March 2026)

Name of Substantial Shareholders	Direct Interest	% ⁽¹⁾	Deemed Interest	% ⁽¹⁾
Asia Agri and Renewables Fund	23,550,000	23.26	–	–
BRCAP ASIA VCC ⁽²⁾	–	–	23,550,000	23.26
Blair Road Capital Pte. Ltd. ⁽²⁾	–	–	23,550,000	23.26
Low Siok Ling (Liu Suling)	12,800,000	12.64	–	–

Notes:

- (1) Percentage computed is based on 101,268,367 ordinary shares in issue (excluding 2,253,333 shares held as treasury shares) as at 19 March 2026.
- (2) Asia Agri and Renewables Fund is a sub-fund of BRCAP ASIA VCC and Blair Road Capital Pte. Ltd. is the fund manager of BRCAP ASIA VCC. Accordingly, BRCAP ASIA VCC and Blair Road Capital Pte. Ltd. are deemed interested in the shares of Advanced Holdings Ltd held by Asia Agri and Renewables Fund by virtue of section 4 of the Securities and Futures Act 2001 of Singapore.

As at 19 March 2026, 2,253,333 ordinary shares are held as treasury shares, representing 2.23% of the total number of issued ordinary shares excluding treasury shares.

PERCENTAGE OF SHAREHOLDING HELD IN THE HANDS OF PUBLIC

Based on the information available to the Company as at 19 March 2026, approximately 58.4% of the issued ordinary shares of the Company is held in the hands of the public. Accordingly, Rule 723 of the Catalist Rules has been complied with.

Note:

The percentage is based on 101,268,367 shares (excluding 2,253,333 shares held as treasury shares) as at 19 March 2026.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the 22nd Annual General Meeting (“**AGM**”) of Advanced Holdings Ltd. (the “**Company**”) will be held at NUSS Kent Ridge Guild House, 9 Kent Ridge Drive Singapore 119241 on **Monday, 27 April 2026 at 2.00 p.m.** to transact the businesses set out below.

This Notice has been made available on SGXNet and the Company’s website and may be accessed at the URL <https://advancedholdings.com/announcements/>.

ORDINARY BUSINESS

1. To receive and adopt the Audited Financial Statements for the financial year ended 31 December 2025 together with the Directors’ Statement and the Auditor’s Report of the Company. **(Resolution 1)**
2. To re-elect as a Director, Mr Danny Lien Chong Tuan, who is retiring under Regulation 91 of the Company’s Constitution.
(See Explanatory Note (i)) **(Resolution 2)**
3. To re-elect as a Director, Mr Ang Meng Hai Markus David, who is retiring under Regulation 91 of the Company’s Constitution.
(See Explanatory Note (ii)) **(Resolution 3)**
4. To re-elect as a Director, Ms Giam Ban Ian Giselia, who is retiring under Regulation 97 of the Company’s Constitution.
(See Explanatory Note (iii)) **(Resolution 4)**
5. To re-elect as a Director, Mr Frederik Christoph Groth who is retiring under Regulation 97 of the Company’s Constitution.
(See Explanatory Note (iv)) **(Resolution 5)**
6. To appoint Mr Pang Gerald as a Director of the Company.
(See Explanatory Note (v)) **(Resolution 6)**
7. To note the retirement of Dr Wong Kar King who will be retiring as a Director of the Company upon the conclusion of the AGM.
8. To approve directors’ fees of S\$105,000 for the financial year ending 31 December 2026 to be paid quarterly in arrears (FY2025: S\$100,000). **(Resolution 7)**
9. To re-appoint Messrs Nexia Singapore PAC as the Auditors of the Company, to hold office until the conclusion of the next annual general meeting and to authorise the Directors of the Company to fix their remuneration. **(Resolution 8)**
10. To transact any other business that may be transacted at an annual general meeting.

NOTICE OF ANNUAL GENERAL MEETING

SPECIAL BUSINESS

To consider and, if thought fit, to pass the following resolutions (with or without modifications) as Ordinary Resolutions:

ORDINARY RESOLUTION

11. Share Issue Mandate

“That pursuant to Section 161 of the Companies Act 1967 (“**Act**”) and Rule 806 of the Listing Manual Section B: Rules of Catalist of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) (“**Catalist Rules**”), 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 or 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, 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 in pursuance of any Instruments made or granted by the Directors of the Company while this Resolution was in force,

provided always that:

- (I) the aggregate number of shares (including shares to be issued in pursuance of the Instruments, made or granted pursuant to this Resolution) to be issued pursuant to this Resolution shall not exceed 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 (II) below), of which the aggregate number of shares to be issued other than on a pro rata basis to the Shareholders of the Company shall not exceed 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 (II) below);
- (II) (subject to such calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of shares that may be issued under sub-paragraph (I) above, the total number of issued shares (excluding treasury shares and subsidiary holdings) shall be based on the total number of issued shares (excluding treasury shares and subsidiary holdings) in the Company at the time of the passing of this Resolution, after adjusting for:
 - (aa) new shares arising from the conversion or exercise of any convertible securities which are issued and outstanding or subsisting at the time of the passing of this Resolution;

NOTICE OF ANNUAL GENERAL MEETING

- (bb) new shares arising from exercising share options or vesting of share awards which are issued and outstanding or subsisting at the time of the passing of this Resolution, provided the options or awards were granted in compliance with Part VIII of Chapter 8 of Catalist Rules; and
- (cc) any subsequent bonus issue, consolidation or subdivision of shares;
- (III) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Catalist Rules for the time being in force (unless such compliance has been waived by the SGX-ST) and the Constitution of the Company; and
- (IV) unless revoked or varied by the Company in a general meeting, such authority shall continue in force until the conclusion of the next annual general meeting of the Company or the date by which the next annual general meeting of the Company is required by law to be held, whichever is the earlier.”

(See Explanatory Note (vi))

(Resolution 9)

12. To approve a one-time ex-gratia payment of S\$770,000 to be paid fully in cash, to the Managing Director of the Company, Dr Wong Kar King, who will be retiring upon conclusion of the AGM.

(see Explanatory Note (vii))

(Resolution 10)

By Order of the Board

Dr Wong Kar King
Managing Director
10 April 2026

Explanatory Note:

- (i) Ordinary Resolution 2 in item 2 above is to re-elect Mr Danny Lien Chong Tuan as Director of the Company, who is retiring by rotation under regulation 91 of the Company's Constitution. Mr Danny Lien Chong Tuan will, if re-elected, remain as an Independent Director, Chairman of Remuneration Committee and members of Audit and Nominating Committees. The Board considers Mr Danny Lien Chong Tuan to be independent for the purposes of Rule 704(7) of the Catalist Rules. Detailed information of Mr Danny Lien Chong Tuan, including information as set out in Appendix 7F of the Catalist Rules can be found under the “Additional Information on Directors Seeking Re-election/Appointment at the AGM” section of the Company's Annual Report.
- (ii) Ordinary Resolution 3 in item 3 above is to re-elect Mr Ang Meng Hai Markus David as Director of the Company, who is retiring by rotation under regulation 91 of the Company's Constitution. Mr Ang Meng Hai Markus David will, if re-elected, remain as a Non-Executive Director and members of Nominating and Remuneration Committee. Detailed information of Mr Ang Meng Hai Markus David, including information as set out in Appendix 7F of the Catalist Rules can be found under the “Additional Information on Directors Seeking Re-election/Appointment at the AGM” section of the Company's Annual Report.

NOTICE OF ANNUAL GENERAL MEETING

- (iii) Ordinary Resolution 4 in item 4 above is to re-elect Ms Giam Ban Ian Giselia as Director of the Company, who is retiring under Regulation 97 of the Company's Constitution. Ms Giam Ban Ian Giselia will, if re-elected, remain as an Independent Director, Chairman of Audit Committee and members of Nominating and Remuneration Committees. The Board considers Ms Giam Ban Ian Giselia to be independent for the purposes of Rule 704(7) of the Catalist Rules. Detailed information of Ms Giam Ban Ian Giselia, including information as set out in Appendix 7F of the Catalist Rules can be found under the "Additional Information on Directors Seeking Re-election/Appointment at the AGM" section of the Company's Annual Report.
- (iv) Ordinary Resolution 5 in item 5 above is to re-elect Mr Frederik Christoph Groth as Director of the Company, who is retiring under Regulation 97 of the Company's Constitution. Mr Frederik Christoph Groth will, if re-elected, remain as an Independent Director of the Company and members of Audit, Nominating and Remuneration Committees. The Board considers Mr Frederik Christoph Groth to be independent for the purposes of Rule 704(7) of the Catalist Rules. Detailed information of Mr Frederik Christoph Groth, including information as set out in Appendix 7F of the Catalist Rules can be found under the "Additional Information on Directors Seeking Re-election/Appointment at the AGM" section of the Company's Annual Report.
- (v) Ordinary Resolution 6 in item 6 above is to appoint Mr Pang Gerald as Director of the Company. Mr Pang Gerald will, if appointed, be designated as the Executive Director and Chief Executive Officer of the Company. Detailed information of Mr Pang Gerald, including information as set out in Appendix 7F of the Catalist Rules can be found under the "Additional Information on Directors Seeking Re-election/Appointment at the AGM" section of the Company's Annual Report.
- (vi) Ordinary Resolution 9 in item 11 above, if passed, will empower the Directors of the Company, effective until the conclusion of the next annual general meeting of the Company, or the date by which the next annual general meeting 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, 100% of the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company, of which up to 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 total number of issued shares (excluding treasury shares and subsidiary holdings) 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 Ordinary Resolution is passed after adjusting for new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which are outstanding or subsisting at the time when this Ordinary Resolution is passed and any subsequent bonus issue, consolidation or subdivision of shares.

- (vii) Ordinary Resolution 10 in item 12 above relates to the proposed one-time ex-gratia payment of S\$770,000 (the "**WKK Ex-Gratia Payment**"), to be paid fully in cash, to Dr Wong Kar King ("**Dr Wong**"), who is retiring upon the conclusion of the AGM, in recognition of his past services to the Company and its subsidiaries (the "**Group**"). The WKK Ex-gratia Payment is not a contractual entitlement due to Dr Wong and should not be regarded to be a part of Dr Wong's remuneration. Ordinary Resolution 10, if passed, will empower the Directors of the Company, to complete, do and/or procure to be done all such acts and things including, without limitation, to give full effect to this Resolution.

Dr Wong being a Director of the Company is an Interested Person and the WKK Ex-gratia Payment is deemed to be an Interested Person Transaction ("**IPT**") under Chapter 9 of the Catalist Rules. The WKK Ex-gratia Payment represents approximately 2.98% of the latest announced audited net tangible assets value ("**NTA**") of the Group as at 31 December 2025 of S\$25,832,000. The value of the WKK Ex-gratia Payment does not exceed the 3% threshold against the NTA and accordingly, no announcement of the WKK EX-gratia Payment nor shareholder's approval is required for the WKK Ex-gratia Payment pursuant to Chapter 9 of the Catalist Rules.

Notwithstanding the above, the Company voluntarily disclosed (via an announcement released on SGXNet on 25 March 2026) and is also tabling the WKK Ex-gratia Payment for shareholders' approval at the AGM to ensure transparency and good corporate governance so that shareholders would have the opportunities to raise queries and vote on the WKK Ex-gratia Payment. Dr Wong and his associates will abstain on voting on such resolution.

Under Section 168(1) of the Act, it is not lawful for the Company to make to any director, any compensation for loss of office as an officer of the company or of a subsidiary of the company or as consideration for or in connection with his or her retirement from any such office, unless the particulars of the proposed payment has been disclosed to the members of the Company and approved by the Company at a general meeting. However, Section 168(5) of the Act provides for exceptions where Section 168(1) of the Act shall not apply, including where the payment is a bona fide payment by way of pension or lump sum payment in respect of past services, including any superannuation or retiring allowance, superannuation gratuity or similar payment, where the value or amount of the pension or payment, except insofar as it is attributable to contributions made by the director, does not exceed the total emoluments of the director in the 3 years immediately preceding his or her retirement or death. Accordingly, the WKK Ex-gratia Payment, which does not exceed the total emoluments of Dr Wong in the 3 years immediately preceding his retirement, falls under the exception as set out in section 168(5) of the Act.

NOTICE OF ANNUAL GENERAL MEETING

The proposed WKK Ex-gratia Payment is a recognition by the Board of the contributions of Dr Wong to the Group. The Remuneration Committee (the “RC”) and the Board (with Dr Wong abstaining from all deliberations on this matter) took into consideration that Dr Wong was a founder of the Group and that he was instrumental in taking the Company from a private company to a public listed company, his service of over 33 years to the Group and his key role in the growth and expansion of the Group. Dr Wong was also instrumental in leading the Group as they transitioned from the oil and gas industry into agriculture and related service activities and ensuring that the Group remains in a strong financial position to undertake its current agriculture-focused strategy. The Board also took into consideration Dr Wong’s pivotal role in securing buyers for the divestments of several subsidiaries, leveraging extensive industry experience and longstanding relationships. The Board further noted that the transformation was led by Dr Wong without the engagement of external strategic and M&A consultants or investment banks, and without incurring substantial consultants’ fees, which are typically structured as fixed and variable fees based on a percentage of the divestment values. The proposed WKK Ex-gratia Payment is to recognise the past contributions of Dr Wong and to ensure a smooth transition of the management. Having a new Chief Executive Officer who can drive the Company’s agriculture business forward will serve as a long-term benefit to the Company’s shareholders.

In arriving at the WKK Ex-gratia Payment, the Company had engaged a Human Resources consultant, Enabling Consulting Pte Ltd (the “HR Consultant”), to advise on the proposed WKK Ex-gratia Payment and to conduct a benchmarking exercise to ensure that the sum is supportable by industry benchmarks. The RC and the Board took into account Dr Wong’s current salary, the report of the HR Consultant and the financial performance of the Group in arriving at the ex-gratia amount.

Other than the WKK Ex-gratia Payment, there are no other IPTs entered into between the Company and Dr Wong or his associates for the current financial year ending 31 December 2026.

Notes:

- (1) The AGM will be held in a wholly physical format, at NUSS Kent Ridge Guild House, 9 Kent Ridge Drive Singapore 119241 on Monday, 27 April 2026 at 2.00 p.m. There will be no option for shareholders to participate virtually.
- (2) A member may also submit questions related to the resolutions to be tabled for approval at the AGM. To do so, all questions must be submitted by 11.59 p.m. on 17 April 2026:
 - (a) in hard copy by sending personally or by post and lodging the same at the registered office of the Company at 21 Bukit Batok Crescent, WCEGA Tower, #08-80, Singapore 658065; or
 - (b) by email to general.meetings@advancedholdings.com.

Members will need to identify themselves when posing questions by email or by mail by providing the following details:

- (a) the member’s full name as it appears on his/her/its CDP/CPF/SRS share records;
- (b) the member’s NRIC/Passport/UEN number;
- (c) the member’s contact number and email address; and
- (d) the manner in which the member holds his/her/its shares in the Company (e.g. via CDP, CPF or SRS).

The Company will not be able to answer questions from persons who provide insufficient details to enable the Company to verify his/her/its shareholder status.

The Company will address all substantial and relevant questions relating to the resolutions to be tabled for approval at the AGM as received from members before 11.59 p.m. on 17 April 2026 at least 48 hours prior to the closing date and time for the lodgement/ receipt of instruments appointing a proxy(ies) via an announcement to be published on the Company’s website at the URL <https://advancedholdings.com/announcements/> and SGXNet. The Company will respond to questions or follow-up questions received after the 17 April 2026 deadline either within a reasonable timeframe before the Annual General Meeting, or at the Annual General Meeting itself. Where substantially similar questions are received, the Company will consolidate such questions and consequently not all questions may be individually addressed.

- (3)
 - (a) A member who is not a relevant intermediary is entitled to appoint not more than two proxies. Where such member’s instrument appointing a proxy(ies) appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the instrument, failing which the nomination shall be deemed to be alternative.
 - (b) A member who is a relevant intermediary is entitled to appoint more than two proxies, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member’s instrument appointing a proxy(ies) appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the instrument. Where the number and class of shares in relation to each proxy is not specified, it will be assumed that each proxy is appointed in relation to an equal number of shares divided amongst the proxies.

NOTICE OF ANNUAL GENERAL MEETING

- (4) A proxy need not be a member of the Company.
- (5) The instrument appointing a proxy(ies), together with the power of attorney or other authority under which it is signed (if applicable) or a notarially certified copy thereof, must:
- (a) if sent personally or by post, be deposited at the registered office of the Company at 21 Bukit Batok Crescent, WCEGA Tower, #08-80, Singapore 658065; or
 - (b) if submitted by email, be received by the Company at general.meetings@advancedholdings.com,
- in any case, not less than 72 hours before the time for holding the AGM, and in default the instrument of proxy shall not be treated as valid.
- (6) If sent personally or by post, the instrument appointing a proxy(ies) of an individual must be under the hand of the appointor or of his attorney duly authorised in writing and the instrument appointing a proxy(ies) of a corporation must be executed either under its common seal or under the hand of its attorney or a duly authorised officer.
- (7) Where an instrument appointing a proxy(ies) is submitted by email, it must be authorised in the following manner:
- (a) by way of the affixation of an electronic signature by the appointor or his/her duly authorised attorney or, as the case may be, an officer or duly authorised attorney of a corporation; or
 - (b) by way of the appointor or his duly authorised attorney or, as the case may be, an officer or duly authorised attorney of a corporation signing the instrument under hand and submitting a scanned copy of the signed instrument by email.
- (8) In the case of a member whose shares are entered against his/her name in the Depository Register, the Company may reject any instrument appointing a proxy(ies) lodged if such member, being the appointor, is not shown to have shares entered against his/her name in the Depository Register as at 72 hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.
- (9) Persons who hold shares through relevant intermediaries (as defined in Section 181 of the Companies Act 1967, including CPF and SRS investors, and who wish to participate in the AGM (“**Relevant Intermediary Participants**”) by (a) voting at the AGM if they are appointed as proxies by their respective CPF Agent Banks or SRS Operators; or (b) by appointing the Chairman of the AGM as proxy to vote on their behalf at the AGM, should contact the relevant intermediary (which would include, in the case of CPF and SRS investors, their respective CPF Agent Banks and SRS Operators) through which they hold such shares as soon as possible in order to facilitate the necessary arrangements for them to participate in the AGM. CPF or SRS investors who wish to appoint the Chairman of the AGM as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 5.00 p.m. on 16 April 2026.
- (10) The Annual Report for the financial year ended 31 December 2025, this Notice of AGM, Proxy Form and the Request Form for members to request for a printed copy of the Annual Report (the “**Request Form**”) will be uploaded on SGXNet and may be accessed at the Company’s website at the URL <https://advancedholdings.com/announcements/>. Printed copies of this Notice of AGM, Proxy Form and the Request Form will be sent to members. Members who wish to request for printed copies of the Annual Report will need to complete and return the Request Form, by sending it back by email to general.meetings@advancedholdings.com or post to the address stated on the Request Form to reach by 17 April 2026.

Personal Data Protection:

By attending the AGM and/or any adjournment thereof or submitting an instrument appointing a proxy(ies) to attend, speak and vote at the AGM and/or any adjournment thereof, or submitting any details of Relevant Intermediary Participants in connection with the AGM, 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), the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), the publication of the names and comments of the members at the AGM and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the “**Purposes**”), (ii) warrants that where the member discloses the personal data of the member’s proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member’s breach of warranty. Photographic, sound and/or video recordings of the AGM may be made by the Company for record keeping and to ensure the accuracy of the minutes prepared of the AGM. Accordingly, the personal data of a member of the Company and/or its proxy(ies) or representative(s) (such as his/her name, his/her presence at the AGM and any questions he/she may raise or motions he/she proposes/seconds) may be recorded by the Company for such purpose.

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**PROXY FORM
ANNUAL GENERAL MEETING**

ADVANCED HOLDINGS LTD.

(Company Registration Number: 200401856N)
(Incorporated in the Republic of Singapore)

IMPORTANT:

1. This Proxy Form is not valid for use and shall be ineffective for all intents and purposes if used or purported to be used by CPF/SRS investors who hold ordinary shares through their CPF Agent Banks or SRS Operators.
2. CPF/SRS investors who wish to vote should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 5.00 p.m. on 16 April 2026.
3. Relevant intermediaries (as defined in Section 181 of the Companies Act 1967 may appoint more than two (2) proxies to attend, speak, and vote at the Annual General Meeting.

I/We _____ (name) _____ (NRIC/Passport no./UEN no.)

of _____ (address)

being a *member/members of Advanced Holdings Ltd. (the “**Company**”), hereby appoint:

Name	Address	NRIC/Passport Number	Proportion of Shareholdings	
			No. of Shares	%
and/or *				

or failing him/her, the Chairman of the Annual General Meeting (the “**AGM**”)* as my/our proxy to attend and to vote for me/us on my/our behalf at the AGM of the Company to be held at NUSS Kent Ridge Guild House, 9 Kent Ridge Drive Singapore 119241 on Monday, 27 April 2026 at 2.00 p.m. and at any adjournment thereof.

I/We direct my/our proxy/proxies to vote for, against and/or abstain from voting on the Resolution to be proposed at the AGM as indicated hereunder:

No.	Resolutions relating to:	For**	Against**	Abstain**
Ordinary Business				
1.	Adoption of Financial Statements of the Company for the financial year ended 31 December 2025 together with the Directors’ Statement and the Auditor’s Report of the Company			
2.	Re-election of Mr Danny Lien Chong Tuan			
3.	Re-election of Mr Ang Meng Hai Markus David			
4.	Re-election of Ms Giam Ban Ian Giselia			
5.	Re-election of Mr Frederik Christoph Groth			
6.	Appointment of Mr Pang Gerald			
7.	Approval of directors’ fees of S\$105,000 for financial year ending 31 December 2026, payable quarterly in arrears			
8.	Re-appointment of Messrs Nexia Singapore PAC as the Auditors of the Company			
Special Business				
9.	Share issue mandate - Authority to allot and issue new shares			
10.	Approval of a one-time ex-gratia payment of S\$770,000 to the retiring Managing Director of the Company, Dr Wong Kar King			

* Delete as appropriate.

** If you wish to exercise all your votes “For” or “Against” the Resolution or to abstain from voting on the Resolution in respect of all your votes, please indicate your vote “For” or “Against” or “Abstain” with an “X” within the box provided. Alternatively, please indicate the number of votes as appropriate.

Dated this _____ day of _____ 2026.

Number of Shares held in	
CDP Register	
Member’s Register	
TOTAL	

Signature of Shareholder(s) or Common Seal

Important: Please read notes overleaf



Notes:

1. The AGM will be held in a wholly physical format, at NUSS Kent Ridge Guild House, 9 Kent Ridge Drive Singapore 119241 on Monday, 27 April 2026 at 2.00 p.m. There will be no option for shareholders to participate virtually.
2. (a) A member who is not a relevant intermediary is entitled to appoint not more than two proxies. Where such member's instrument appointing a proxy(ies) appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the instrument, failing which the nomination shall be deemed to be alternative.

(b) A member who is a relevant intermediary is entitled to appoint more than two proxies, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's instrument appointing a proxy(ies) appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the instrument. Where the number and class of shares in relation to each proxy is not specified, it will be assumed that each proxy is appointed in relation to an equal number of shares divided amongst the proxies.
3. A proxy need not be a member of the Company.
4. Please insert the total number of ordinary shares held by you. If you have ordinary shares entered against your name in the Depository Register (as defined in Section 81SF of the Securities and Futures Act 2001), you should insert that number of ordinary shares. If you have ordinary shares registered in your name in the Register of Members, you should insert that number of ordinary shares. If you have ordinary shares entered against your name in the Depository Register and ordinary shares registered in your name in the Register of Members, you should insert the aggregate number of ordinary 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 Proxy Form shall be deemed to relate to all the ordinary shares held by you.
5. The instrument appointing a proxy(ies) must be submitted to the Company in the following manner:
 - (a) if sent personally or by post, be deposited at the registered office of the Company at 21 Bukit Batok Crescent, WCEGA Tower, #08-80, Singapore 658065; or
 - (b) if submitted by email, be received by the Company at general.meetings@advancedholdings.com,in any case, not less than 72 hours before the time set for the AGM, and in default the instrument of proxy shall not be treated as valid.
6. If sent personally or by post, the instrument appointing a proxy(ies) of an individual must be under the hand of the appointor or of his attorney duly authorised in writing and the instrument appointing a proxy(ies) of a corporation must be executed either under its common seal or under the hand of its attorney or a duly authorised officer.
7. Where an instrument appointing a proxy(ies) is submitted by email, it must be authorised in the following manner:
 - (a) by way of the affixation of an electronic signature by the appointor or his/her duly authorised attorney or, as the case may be, an officer or duly authorised attorney of a corporation; or
 - (b) by way of the appointor or his duly authorised attorney or, as the case may be, an officer or duly authorised attorney of a corporation signing the instrument under hand and submitting a scanned copy of the signed instrument by email.
8. Where an instrument appointing a proxy(ies) is signed or, as the case may be, authorised on behalf of the appointor by an attorney, the letter or power of attorney or a duly certified copy thereof must (failing previous registration with the Company) be lodged with the instrument of proxy, failing which the instrument may be treated as invalid.

General:

The Company shall be entitled to reject the Proxy Form 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 Proxy Form (including any related attachment) (such as in the case where the appointor submits more than one instrument appointing a proxy(ies)). In addition, in the case of ordinary shares entered in the Depository Register, the Company may reject any Proxy Form lodged if the member, being the appointor, is not shown to have ordinary shares entered against his name in the Depository Register as at 72 hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.

Personal Data Protection:

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

CORPORATE INFORMATION

BOARD OF DIRECTORS

Dr Wong Kar King
(Managing Director)

BG (RET) Lim Yeow Beng
(Independent and
Non-Executive Chairman)

Ms Tay Bee Gek Dorriz
(Executive Director)

Mr Danny Lien Chong Tuan
(Independent Director)

Ms Giam Ban Ian Giselia
(Independent Director)

Mr Frederik Christoph Groth
(Independent Director)

Mr Ang Meng Hai Markus David
(Non-Executive Director)

AUDIT COMMITTEE

Ms Giam Ban Ian Giselia
(Chairman)

BG (RET) Lim Yeow Beng
(Member)

Mr Danny Lien Chong Tuan
(Member)

Mr Frederik Christoph Groth
(Member)

NOMINATING COMMITTEE

BG (RET) Lim Yeow Beng
(Chairman)

Mr Danny Lien Chong Tuan
(Member)

Ms Giam Ban Ian Giselia
(Member)

Mr Frederik Christoph Groth
(Member)

Mr Ang Meng Hai Markus David
(Member)

REMUNERATION COMMITTEE

Mr Danny Lien Chong Tuan
(Chairman)

BG (RET) Lim Yeow Beng
(Member)

Ms Giam Ban Ian Giselia
(Member)

Mr Frederik Christoph Groth
(Member)

Mr Ang Meng Hai Markus David
(Member)

COMPANY SECRETARY

Ms Ong Beng Hong (LL.B)

SPONSOR

UOB Kay Hian Private Limited
83 Clemenceau Avenue,
#10-01 UE Square,
Singapore 239920

REGISTERED OFFICE

21 Bukit Batok Crescent,
#08-80 WCEGA Tower,
Singapore 658065
Tel : +65 6320 0102
Fax : +65 6320 0103
Website :
www.AdvancedHoldings.com
Email :
contact@AdvancedHoldings.com

SHARE REGISTRAR

Tricor Barbinder
Share Registration Services
(A division of Tricor Singapore
Pte Ltd)
9 Raffles Place #26-01,
Republic Plaza Tower 1,
Singapore 048619

INDEPENDENT AUDITOR

Nexia Singapore PAC
Public Accountants and
Chartered Accountants
36 Robinson Road,
City House, #11-01,
Singapore 068877

AUDIT PARTNER-IN-CHARGE

Mr Chang Fook Kay
Date of Appointment:
Since financial year ended
31 December 2023

PRINCIPAL BANKERS

**Oversea-Chinese Banking
Corporation Limited**
65 Chulia Street
OCBC Centre,
Singapore 049513

DBS Bank Ltd

12 Marina Boulevard
DBS Asia Central @ Marina Bay
Financial Centre Tower 3,
Singapore 018982

PT. Bank Mandiri (Persero) Tbk.

Menara Mandiri 1,
Jl. Jenderal Sudirman Kav. 5455,
Jakarta Selatan,
Jakarta 12190

PT. Bank Rakyat Indonesia (Persero) Tbk.

Gedung BRI 1,
Jl. Jenderal Sudirman Kav. 44-46,
Jakarta Pusat,
Jakarta 10210





ADVANCED HOLDINGS LTD

Company Registration No. 200401856N

21 Bukit Batok Crescent, WCEGA Tower, #08-80, Singapore 658065

Tel : +65 6320 0102

Fax : +65 6320 0103

www.AdvancedHoldings.com