ADDVALUE

BOUNDLESS CONNECTIVITY

CONNECTING ACROSS NEW FRONTIERS

Annual Report 2026

CONTENTS

01 Corporate Profile

04 Chairman's Statement

08 Financial Review

11 Operations Review

14 Board of Directors

16 Key Management

18 Group Structure

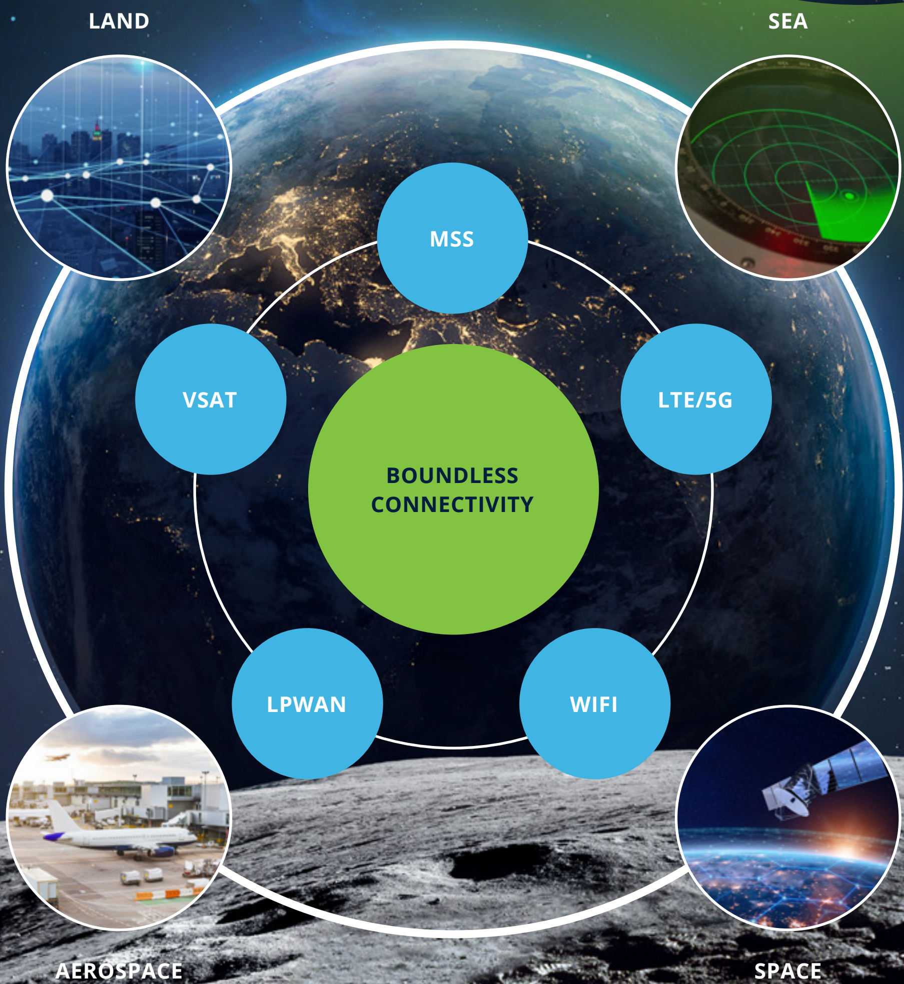
19 Sustainability Report

165 Corporate Information

49 Corporate Governance Report & Financial Contents

OUR PURPOSE:

We enable companies to unleash their real business potential by harnessing our products and services.



CORPORATE PROFILE

ABOUT ADDVALUE

Addvalue is a world recognised '**one-stop shop**' communications technology products developer that provides state-of-the-art satellite-based communication and other innovative digital broadband products and solutions for a variety of connectivity for applications at seas, on land, on flight and even in space. Addvalue's technical competencies include Radio and Antenna Design, Embedded System Design, Software Defined Radio platform. Its customers include leading organizations in commercial, defence and space industries.

Addvalue's products and solutions revolve around the concept of 'Digital Connectivity as a Service'. In particular, Addvalue knows best to leverage satellite communications technologies for reliable, resilient, and smart connection, be it between people, between machines or between people and machines. These products and solutions, including the IoT, are ideal choices for communications in areas around the world where terrestrial networks are non-existent or ineffective.

Addvalue also offer customised design services, tailored to the unique needs of our customers, thereby enabling our customers to unleash their real business potential. Its comprehensive and proven capabilities in high quality product development and its depth of technical knowhow in sophisticated engineering projects have been highly regarded in the industry. This not only gives Addvalue tremendous competitive advantages to attract high value projects but also expand its opportunities into new and evolving markets that require the profile of its core competence.

In this regard, Addvalue has extended its advanced connectivity capabilities into the evolving aviation industry and the emerging and exciting industries of new space. Its embedded system design capabilities on software defined radio ("**SDR**") platforms, which are ideal for edge processing, are deployed to exploit the increasingly industrial demands for Artificial Intelligent ("**AI**")-centric applications of every description.

CORPORATE PROFILE

ADDVALUE'S DIGITAL CONNECTIVITY AS A SOLUTION

AEROSPACE SOLUTIONS
- IDRS for LEO satellite communication
- Unmanned Aerial Vehicle
- Aircraft safety services

ADVANCED RE-CONFIGURABLE EMBEDDED SYSTEM
- Software Defined Radio
- AI/ Data processing at edge

ADDVALUE'S SOLUTIONS IN INDUSTRY 4.0

INDUSTRIAL SOLUTIONS
- Industrial IoT
- Environmental Monitoring
- Energy management
- Smart Agriculture
- Fisheries sustainability

ONE-STOP SHOP DEVELOPER

01 Conceptualisation

02 Specification

03 Design & Development

04 Qualification & Market Trial

05 Commercialisation

Business Model

Addvalue organizes its business into the following segments as it grows its various revenue streams (comprising hardware sales, solution and airtime income as well as design service fee) along market opportunities driven by the new age of digital economies:

Space Connectivity
("**SPC**") Related Business

Advance Digital Radio
("**ADR**") Related Business

Satcom Connectivity
("**STC**") Related Business

Strategic Design Services
("**SDS**") Related Business

TECHNICAL CAPABILITIES

Radio Design

- RF Transceiver and Front-End Design
- Antenna Design
- Digital Baseband Design
- Software Defined Radio

Embedded Design

- Drivers/RTOS /Middleware
- Web-based Interface
- Embedded Applications
- Network Management
- Edge Processing

Product Design

- Mechanical Design
- Industrial Design
- Hardware Design
- Environmental Stress/Reliability Testing
- Regulatory Compliance

CHAIRMAN'S STATEMENT

RICHARD J DENNY
Non-Executive Chairman

Revenue
US$24.8 million

SPC-Related Business Revenue
US$13.5 million

ADR-Related Business Revenue
US$9.7 million

Net Asset Value Per Ordinary Share
0.49 US Cent per Share

DEAR FELLOW SHAREHOLDERS

The Addvalue Technologies Group realised another year of significant growth and, as such, it gives me great pleasure to report on its commendable performance. On behalf of the Board of Directors (the "**Board**"), I hereby present to you the Annual Report of Addvalue Technologies Ltd (the "**Company**") and its subsidiaries (the "**Group**") for the financial year ended 31 March 2026 ("**FY2026**").

FINANCIAL HIGHLIGHTS

The Group continued to enjoy a record rate of growth throughout the reporting period. A 60% growth in revenue was realised, resulting in US$24.8 million revenue in FY2026, compared to the US$15.5 million revenue for FY2025. The increase was mainly attributable to ongoing increases in sales from both the SPC-Related Business and ADR-Related Business. Our SPC-Related business delivered more IDRS terminals in FY2026 against those in FY2025, resulting in a 53.3% revenue growth from US$7.5 million in FY2025 to US$11.5 million in FY2026. In addition, our cumulative recurring airtime revenue from the provisioning of IDRS data connection services grew by approximately 122% to US$2.0 million in FY2026, up from US$0.9 million in FY2025. Similarly, our ADR-Related business grew by 56.5%

to US$9.7 million in FY2026 from US$6.2 million in FY2025. These encouraging results provided further confirmation of the continual development of our ADR products.

Our consistent efforts over recent years in optimising solution-centric business models have thus demonstrated our successful drive towards continued growth across our SPC-Related and ADR-Related Businesses.

FINANCIAL POSITION

The financial position of the Group continues to improve. The Company carefully navigated our path to avoid the need for any further fund raising exercises throughout the FY2026 period, expanding our business throughout the year from operational receipts. As at 31 March 2026, the Group's working capital position stood at US$8.4 million versus US$3.1 million as at 31 March 2025. Net asset backing per share improved to 0.49 US cent as at 31 March 2026 from 0.25 US cent as at 31 March 2025.

LOOKING FORWARD

The FY2026 results provide further confirmation of the success of the range of actions undertaken over these more recent years. These actions are not only resulting in the level of business performance now being realised, but have been providing the foundations of a strong base upon which we can continue to build. The admirable contributions, skills and commitment, clearly evident across all parts of the business, have been central to this continued growth and as demonstrated by these 2026 results.

1. **SPC-Related Business (referencing our IDRS product and associated services):**

   a. The traditional means by which Low Earth Orbit ("**LEO**") satellite operators have connected with their in-orbit spacecraft is via a number of ground station antennae positioned around the world and providing line of sight connectivity. Given that the fast-moving satellites provide a very limited connectivity window, measured in minutes, to any single point on earth, the LEO operator has traditionally required a large number of ground stations to provide extended periods of connectivity. This inherent design is thus costly to establish and to maintain over the long term, as well as being severely limited in functionality for the increasing reliance on constant and near real-time data. Today LEO satellite operators need much better data communications technologies to overcome such inflexible and expensive ground station architecture.

   b. From the time of the launch of the first commercial LEO satellite equipped with IDRS, in late 2020, we have continued to provide the only data communications solution capable of providing almost-real-time, always-on, any time and in any geographical location two-way data connectivity to LEO satellites. We achieve this through our partnership with Inmarsat/Viasat and via the sophisticated BGAN geostationary satellite network. The satellite industry has, throughout FY2026, continued to develop, expand and innovate. Such processes have seen new satellites being designed and launched, new LEO constellations being prepared for testing and service introduction and a wide range of new applications being implemented, including climate change, advanced communications needs, geopolitical events, strategic opportunities and commercial developments. We believe the IDRS is well poised to take full advantage of the potential of this new market segment of the space industry.

   c. The range of IDRS customers that have been publicly announced with their consent includes, among others, respected operators such as Capella Space, iQPS, VAST Space, Synspective, D-Orbit, Loft Orbital, Astroscale and Space Inventor. They represent a broad range of LEO satellite technologies and applications, extending from earth observation and remote sensing to space-tug services and space debris management.

   d. As of this writing, we have an order book from SPC-Related Business including new design and supply contracts of approximately US$15.5 million.

   e. With further satellites equipped with IDRS being launched in FY2026, our recurring airtime revenue from the provisioning of IDRS data connection services grew by 122% to US$2.0 million in FY2026 from US$0.9 million in FY2025. In addition to the existing 32 satellites equipped with IDRS in orbit, based on our current understanding of our respective customers' launch programs and their launch service providers such as SpaceX, Rocket Lab and PSLV, we estimate at least 12 units of the IDRS flight terminals will be launched over the next 6 to 12 months. The new launches will add to the recurring airtime revenue from our provision of data connection services. Therefore, we expect continued growth for both IDRS terminals

CHAIRMAN'S STATEMENT

and recurring IDRS airtime revenue over the next 12 months.

2. **ADR-Related Business (relating to our custom or semi-custom reconfigurable embedded hardware, including software-defined radio ("SDR") modules and platforms for mission-critical software-defined applications at the edge):**

   a. Over the years, our development of multiple SDR modules under various partner contracts, including with a major local technology company, has established a new revenue stream through the supply of these modules. These customised or semi-customised modules, including the ADRS1000™ module, a state-of-the-art 16-channel direct-sampling reconfigurable wireless System-on-Module (SOM), are integral to our customers' end systems. Once designed in and qualified, such modules tend to support a degree of customer continuity, as any change in source would typically require additional qualification, integration and time. The exacting quality standards required by our customers, together with the complexity of supply chain management and manufacturing, have strengthened our capabilities in delivering ultra-high-quality products. This track record has resulted in repeat orders from existing customers and has also helped us win new customers with similarly demanding requirements.

   b. Strategic Design Services ("**SDS**") is our approach to winning high-end technical development programmes that can lead to new ADR opportunities in high-growth, high-value SDR application segments. Building on this foundation, we are sharpening the direction of our ADR segment towards higher-value software-defined platforms for AI-at-edge applications, where real-time processing, low latency, power-efficient on-device inference and the ability to operate in constrained or disconnected environments are increasingly important.

   c. As of this writing, we have an order book from ADR-Related Business including new design and supply contracts of approximately US$1.8 million.

SUMMARY

We have seen continued and significant improvement this year in the business performance across all the business metrics and including a notable increase in revenue of 60% compared to FY2025. Most importantly, the commendable FY2026 financial results of a post-tax profit of US$4.8 million cemented our resolve to steer Addvalue into a profitable path by successfully delivering another consecutive profitable year, after turning the corner in FY2024 where we realised a post-tax profit of US$0.3 million and subsequently US$2.0 million for FY2025. This achievement bears true testament to the commitment and dedication by the management and staff in their ongoing and notable endeavours.

We enter FY2027 in a healthy position and with a high degree of confidence in our future performance. Our confirmed order book of some US$23.1 million as at the beginning of FY2027, ie 1 April 2026 across all business segments is most encouraging and we are, as well, broadening and strengthening our customer base. We anticipate this strong growth trend to continue as we move forward.

Shareholders may recall that in last year's Annual Report, I wrote that we would explore strategic options to enhance shareholders' value, including forging strategic collaborations to open new market opportunities and seeking opportunities to realise the intrinsic value of the Company, in particular by unlocking the value of our SPC-Related Business. As announced on 13 March 2026, the Board has assembled a working team, supported by external professional advisers, to unlock market value and realise the full potential of our IDRS business. This initiative includes a range of strategic options, including strategic alliances, mergers and acquisitions, and other capital market positioning initiatives, with particular emphasis on opportunities in the US market. In this regard, we further announced on 27 April 2026 the proposed spin-off listing of our wholly-owned subsidiary, Addvalue Solutions Pte. Ltd., on the Nasdaq Stock Market, and that the SGX-ST had concurred, based on the Company's submissions and representations, that the proposed transaction would not amount to a chain listing, subject to compliance with the SGX-ST's listing requirements and guidelines. The Company will provide further updates in due course.

It may be worthwhile to reiterate our 30 October 2025 SGX Announcement entitled "REMOVAL FROM SGX-ST WATCH-LIST FOLLOWING REGULATORY CHANGES" where we informed shareholders and stakeholders that the Company is no longer subject to the financial watch-list regime under Rule 1311(1) of the Singapore Exchange Securities Trading Limited ("**SGX-ST**") Listing Manual with immediate effect, following the announcement by Singapore Exchange Regulation ("**SGX RegCo**") on 29 October 2025 with regard to the removal of the said ruling. (SGX RegCo News Release: https://www.sgxgroup.com/media-centre/20251029-sgx-regco-advances-disclosure-based-regime-proposes-rule-changes-mas).

Prior to this regulatory change, the Company had been placed on the financial watch-list since 5 December 2023 under the watch-list entry criteria. The Company has subsequently achieved consecutive profitability in FY2024 and FY2025. Notwithstanding the SGX RegCo's announcement, the Company will have fulfilled the criteria of watch-list exit on its own merits by the end of the 6-month review period between 1st June 2025 and 1st December 2025. Nonetheless, the Board will continue to update shareholders on the Group's financial performance and strategic initiatives aimed at strengthening its financial position and supporting long-term growth.

DIVIDEND POLICY

Mindful of the basics of a dividend policy, Board has not declared any dividend for FY2026 as the Company is in the nascent phase of its emergence from its past losses and in the work of a spin-off our wholly-owned subsidiary, Addvalue Solutions Pte. Ltd., on the Nasdaq Stock Market as enunciated above. In the near term, we intend to retain all available funds and future earnings, if any, to fund the development and expansion of our business in order to implement our strategy to enhance shareholders' value. Any future determination regarding the declaration and payment of dividends, if any, will be at the discretion of our board of directors and will depend on then-existing conditions, including our financial condition, operating results, contractual restrictions, capital requirements, business prospects and other factors our board of directors may deem relevant.

A WORD OF THANKS

These enhanced levels of performance of the business would of course not have been realised without those who have contributed so much throughout the reporting period. The management and staff once again deserve full recognition and appreciation for their commitment, wide range of contributions, applied expertise and firm belief in all that we are doing. We are truly thankful and fully appreciative of all the members of the Addvalue Technologies Team.

This year too has, once again, seen a further expansion in our customer base and we wish to express our appreciation to those new customers who are entrusting us in providing them with such mission-critical solutions. As well, our established customer base remains strong and supportive and, in return, we have continued to provide our full commitment and firm endeavours in meeting their needs to the fullest extent possible. I would also again wish to recognise the significant support provided by our supplier base – one which we know , trust and work so strongly with.

It would most certainly be remiss of me if I didn't extend my sincere appreciation to my fellow Directors of the Group. On 19 June 2026, the Board was informed of the passing of Mr Paul Clark Burke, our Non-Executive and Non-Independent Director, and we were deeply saddened by the news. On behalf of the Board, Management and staff, I wish to record our heartfelt condolences to his family and our sincere appreciation for his significant contributions and commitment to the Company, both during his tenure on the Board and over the extended period prior to his appointment. His support, experience and belief in the business will be fondly remembered.

We continue to operate with a relatively small number of Directors, but the commitment, breadth of expertise and the experience of the Board Members have again provided the strategic focus to assist in the delivery of these FY2026 results.

Our Shareholders have, once again, demonstrated their ongoing support to the business and it is thus a great pleasure to present these annual results. This FY2026 outcome is enabling us to continue to position ourselves for ongoing growth and to provide our Shareholders with tangible benefits from this growth.

RICHARD J DENNY
Non-Executive Chairman

FINANCIAL REVIEW

TURNOVER

The Group recorded 59.9% increase to book in US$24.8 million in FY2026 compared to US$15.5 million in FY2025 mainly due to our 2 main engines of growth, namely SPC-Related Business and ADR-Related Business continuing its growth momentum this year.

More than 94% of the revenue in FY2026 was attributed to the SPC-Related Business and ADR-Related Business as both registered significant year-on-year growth of 60.7% and 56.4% respectively. The growth of the SPC-Related Business was driven by the continual orders for our IDRS terminals and the accompanying data connectivity services predominantly from US and Japan. The ADR-Related Business was largely driven by the supplies of certain reconfigurable embedded modules that the Company developed against contracts for a large local technology company. Added to this revenue is the improving sales of the ADRS1000, a highly compact state-of-the-art Software Defined Radio ("**SDR**") module for advanced complex digital radio applications in the new era.

PROFITABILITY

The Group recorded a gross profit of US$13.0 million against a gross profit margin of 52.1% for FY2026 compared to a gross profit of US$8.1 million against a gross profit margin of 52.1% for FY2025.

The higher gross profit was attributed principally to the higher delivery of products in both 1HY2026 and 2H2026 relative to 1H2025 and 2HY2025.

The selling and distribution expenses of the Group increased by 27.3% from US$1.1 million in FY2025 to US$1.4 million in FY2026 due mainly to new marketing initiatives, including additional marketing and overseas travelling expenses incurred for participation in overseas exhibitions and sales trips and additional business development support during the year.

The administrative expenses of the Group increased from US$3.3 million by 45.5% in FY2025 to US$4.8 million in FY2026 due to corporate expenses incurred to support the exercise of Convertible Loan Notes ("**CLN**"), its Detachable Warrants and Redeemable Convertible Bonds ("**RCB**") and increase in salaries and other personnel-related expenses in line with key personnel changes and increased in manpower to strengthen sales support and related departments in line with the increase sales.

The other operating expenses increased by 40.0% from US$2.5 million to US$3.5 million mainly attributed to increase in inventory obsolescence and gain from extinguishment after redemption of RCB and CLN in FY2026 as compared to FY2025.

The other operating income of the Group in FY2026 was mainly related to various grants received and gain on liquidation of subsidiary while that for FY2025 mainly related to government grants received, fair value gain and reversal of debt deemed not payable.

The lower finance expenses incurred by the Group in FY2026 can be attributed mainly to full settlement of borrowings and earlier redemption of RCB and CLN.

Taxation of US$0.7 million relates to corporate tax provision of US$0.2 million offset with the recognition of deferred tax assets of US$0.9 million after taken into account of the US$0.04 million deferred tax liability as at 31 March 2026. Deferred tax assets are mainly due to the extent that realisation of the related tax benefits through future taxable profits is probable.

Consequence to the above, the Group chalked up a net profit after tax of US$4.8 million for FY2026 compared to US$2.0 million in FY2025.

Review of financial position as at 31 March 2026 (relative to that as at 31 March 2025)

LONG-TERM ASSETS

The increase in property, plant and equipment of the Group was attributed mainly due to purchase of lab equipment and computers and software related purchase for the expansion programme to increase production capacity.

The intangible assets relate mainly to the development expenses incurred (net of amortisation and impairment) as the Group continues to develop its proprietary technologies and products, including its space resilient technologies and new spin-off products and services. The slight decrease of 2.5% was due mainly to commencement of amortisation of part of the completed space resilient projects without further impairment of existing development expenses in FY2026.

Deferred tax asset increased by US$0.9 million mainly due to the extent that realisation of the related tax benefits through future taxable profits is probable.

At the Company level, the increase in the investment in subsidiaries was due mainly to the reversal of impairment as a result of the observable improvement in its key subsidiary.

CURRENT ASSETS

Inventories decreased by 21.8% from US$8.7 million to US$6.9 million mainly due to early closure of the settlement agreement with a vendor. Inventories are held in line with the increasing secured orders as we fulfilled SPC-Related orders with both new purchase of materials and supplemented by W-I-P in hand which we produced in batches for efficiency and consistency. Similarly, we needed to bring in many materials for the increasing ADR-Related orders due to its long lead time of several months.

The trade receivables increased by 90.3% in line with the increasing sales activities for FY2026. The decrease in other receivables, deposits and prepayments by 52.5% due to lower prepayments made to suppliers as we mainly fulfilled the purchase orders placed by our customers for our IDRS Terminals (SPC-Related Business) through our stocks in hand during FY2026.

CURRENT LIABILITIES

The decrease in trade payables by 50.6% was attributed to settlement of suppliers' invoices and to lower inventories carried to support the higher sales volume deliveries towards the year end with the W-I-P in hand which we produced in batches for efficiency and consistency explained above.

The other payables and accruals decreased by 5.4% as accruals for expenditure incurred to support increased volume of businesses remain largely unchanged.

The increase in contract liabilities from US$3.6 million to US$9.4 million mainly relate to advances and deposits from new and existing customers for new purchase orders received for our IDRS Terminals (SPC-Related Business) and consigned chips for ADR1000 during FY2026.

The decrease in provisions was due mainly to the fully utilisation of warranty for existing Satcom products.

NON-CURRENT LIABILITIES

The decrease in non-current and current borrowings was attributed to full settlement of borrowings as well as earlier redemption of RCB and CLN. The non-current borrowings relate to the RCB issued in November 2022 maturing in 5 years from issue date; whereas current borrowings relate to the CLN maturing in January 2026 and March 2026.

The decrease in non-current and current lease liabilities due to the lease is expiring within 12 months period.

Deferred tax liabilities decreased by 2.5%. It is a tax obligation that a company owes but does not have to pay until a future date, arising from timing differences between accounting income and taxable income, mainly due to amortisation and depreciation between accounting and tax purposes.

CAPITAL AND RESERVES

The increase in share capital is mainly due to conversion of CLN and RCB as well as exercise of warrant into new shares during FY2026.

At the Company level, the profitability improved was due mainly to the reversal of impairment as a result of the observable improvement in its key subsidiary.

Consequence to the above:

1. The gearing of the Group (defined as the ratio of all interest-bearing loans of the Group to the shareholders' fund of the Group) declined to NIL as at 31 March 2026 from 55.8% as at 31 March 2025 in tandem with the better financial result and financial management;

2. the working capital position of the Group improved to US$8.4 million as at 31 March 2026 from US$3.1 million as at 31 March 2025;

3. the net cash flow of the Group recorded a net cash generated from operation of US$8.5 million in FY2026 compared to that of US$3.6 million in FY2025 largely due to vastly improved operating profit from operating activities resulting in a cash on hand of US$7.26 million as at 31 March 2026; and

4. the net asset value of the Group improved from US$8.0 million to US$18.2 million as at 31 March 2026 while the net asset value per ordinary share improved to 0.49 US cents from 0.25 US cents per Share as at 31 March 2025.

FINANCIAL REVIEW

USE OF PROCEEDS – RULE 1207(20)

During the year an aggregate of 78,500,000 free detachable warrants, with each Warrant carrying the right to subscribe for one new Share at an exercise price of S$0.013 per Warrant Share, in relation to the Convertible Loan Notes were fully exercised.

The Company fully utilised the Warrants Net Proceeds in the following proportions as previously announced:

Use of Net Proceeds	Proportion (%)	Amount of Net Proceeds (S$)
Working capital for payroll expenses	67	683,735
Working capital for corporate expenses[1] and materials used in production	33	336,765
Total	**100**	**1,020,500**

Note:-

[1] Including professional fees, compliance fees and rental costs.

IN-CONCLUSION

We are encouraged by the continual revenue growth attained in FY2026 as compared to FY2025 as well as achieving an improving positive EBIDTA and a profit after tax profit of US$4.8 million (FY2025:US$2.0 million). We are optimistic that the momentum will continue for the next 12 months.

OPERATIONS REVIEW

FY2026 MARKS A PIVOTAL TRANSITION YEAR FOR ADDVALUE

Commercially

Sustained order momentum across space and ADR demonstrates product-market fit and scaling potential

Operationally

Legacy clean-up, governance renewal, and disciplined execution significantly enhanced organisational robustness

Financially

Transformation to a debt-light / zero-debt balance sheet, coupled with improved market recognition, positions the Group for its next growth phase

OPERATIONS REVIEW

HERE ARE THE HIGHLIGHTS:

Strong order momentum across core space (SPC-related Business) and software defined radio solutions (ADR-related Business)

- Continued consistent contract wins and expanding of IDRS customer base indicating increasing market validation and adoption in space business. Multiple announcements of new orders ranging from ~US$2 million–US$3.7 million across FY2026. *(Announced on 24 June, 6 & 31 July, 26 September, 17 & 30 November 2025, 9 & 13 March 2026)*
- ADR segment recorded notable order inflows, including multiple contracts (e.g. US$3.7 million, US$1.46 million and US$4.8 million), demonstrating sustained demand and customer's strong endorsement in complex embedded SDR hardware solutions in defence beyond space. *(Announced on 26 June, 3 July, 8 December 2025)*
- Strong order book accumulation across SPC and ADR segments, providing improved forward revenue visibility into FY2027.

Strategic partnerships and ecosystem strengthening

- Joint press engagement with SpeQtral, reinforcing positioning within the emerging space data ecosystem. *(Announced on 2 February 2026)*

Strengthening investor confidence, enhanced capital markets positioning

- Successful removal from SGX watch-list, signaling improved financial and operational stability. *(Announced on 30 October 2025)*
- Inclusion in FTSE ST All-Share Index and MSCI Global Micro Cap Index (Singapore)—key milestones that enhance institutional visibility and credibility. *(Announced on 2 December 2025 and 27 February 2026)*

Balance sheet strengthening and capital structure optimisation

- Achieved a zero-debt position, significantly enhancing financial flexibility and resilience, while reducing financing costs and improving overall earnings quality. *(Announced on 11 March 2026)*

Resolution of Legacy Matters and Strengthening of Governance

- Settlement of arbitration proceedings with Xepic, removing operational distraction and allowing management to focus on core growth priorities. *(Announced on 28 August 2025)*

Strengthening of Governance

- Board reconstitution and director changes, including new independent directors, strengthening governance framework. *(Announced on 14 October 2025)*

BOARD OF DIRECTORS

MR RICHARD J DENNY

Independent and Non-Executive Chairman

Mr. Denny was appointed to the Board on 1 May 2018 and serves as an Independent Director of the Company. He was named Non-Executive Chairman on April 1, 2023, following the retirement of Dr. Colin Chan Kum Lok, the former Executive Chairman of the Group. Mr. Denny stepped down as Chairman of the Nominating and Remuneration Committee on 14 October 2025, but remains a member of the Audit and Risk Committee Mr. Denny, an Australian national, has had over 40 years of experience in the space and satellite sector. Mr. Denny joined Inmarsat in 1988 and held a range of positions spanning across the technical and operational functions of Inmarsat before he retired in 2012. From 1998 to 2008, He held the position of Vice President of Satellite and Network Operations, and was responsible for Inmarsat's fleet of satellites, network operations activities, satellite gateways, spectrum regulatory and spectrum management activities as well as satellite navigation services. In 2009, Mr. Denny assumed a new role in spear heading the engineering activities across Inmarsat, ranging from new product and service development to systems engineering, of noteworthy mention were the engineering activities in connection with Inmarsat's new IsatPhone Pro hand-held satellite phone. From 2006 to 2012 and in conjunction with his operational and engineering responsibilities at Inmarsat, Mr. Denny was appointed as the President Commissioner of PT ISAT, a new satellite business established by Inmarsat in Batam, Indonesia to expand the engineering and operational functions of Inmarsat in the Asia region.

Prior to joining Inmarsat, Mr. Denny was with AUSSAT (now OPTUS) in Australia, and was tasked to establish the company's satellite control facilities and its subsequent launch and in-orbit operations of its first generation satellites.

Before his stint with AUSSAT, Mr Denny held various positions in the satellite control and satellite communications field with the Overseas Telecommunications Commission (now part of Telstra), an Australian international communications carrier. These roles primarily involved satellite launch and in-orbit support activities for Intelsat and the European Space Agency.

MR. TAN KHAI PANG

Chief Executive Officer and Executive Director

Mr. Tan, one of the co-founders, has over 30 years of experience in product development and management in the field of telecommunications, with primary focus on satellite communications product development and strategic business management. He is instrumental in re-shaping Addvalue's strategic focus, re-directing new development efforts and sharpening the organizational capabilities for the successful business transformation. Prior to his appointment as Addvalue 's CEO in January 2022, Mr Tan was the Chief Operating and Technology Officer where he focused on pivoting the company businesses to new growth markets for digital connectivity solutions, particularly in space, satcom and software defined radio industries.

Mr. Tan graduated from the University of Knoxville, USA with a Bachelor of Science Degree in Electrical Engineering with Highest Honours. He holds a Master of Science Degree in Engineering (Telecommunications) from the University of California, Los Angeles Campus, USA.

MR. KELVIN CHOW

Independent and Non-Executive Director

Mr. Kelvin Chow was appointed to the Board on 14 October 2025 as an Independent and Non-Executive Director of the Company and a member of the Nominating and Remuneration Committee. Effective 14 November 2025, Mr. Chow was appointed as Chairman of the Audit and Risk Committee, succeeding Ms Goh Liang Choo. He brings to the Board a wealth of experience from his extensive leadership roles within the fund management business and real estate investment trust (REIT) sector, including his tenure as CEO of Lendlease Global Commercial REIT ("**LREIT**") and CFO positions at Keppel REIT and Soilbuild REIT, all listed on SGX. Mr. Chow has also held key governance roles as Board Chairman and Lead Independent Director as well as Chairman and member of various board committees, including the Audit & Risk Committee and the Nomination & Remuneration Committee, across prominent REITs such as Starhill Global REIT and EC World REIT. He was previously a member of the executive committee of the REIT Association of Singapore (REITAS) and co-chairperson of REITAS' sustainability taskforce, where he provided guidance to the association in helping its members to accelerate their sustainability journey.

Beyond his executive leadership, Mr. Chow is a member of the Corporate Governance and Risk Management Committee of the Institute of Singapore Chartered Accountants (ISCA) and an accredited board director as of November 2024. He was appointed as a council member of The Association of Singapore Companies (SGListCos) in October 2025 and as Vice Chairman of SGListCos with effect from June 2026, and was also elected as a Global Council Member of the Association of Chartered Certified Accountants ("**ACCA**"). His leadership and contributions to the REIT sector have been recognised through various industry awards. He was named Best CEO (Platinum) in 2024 and Best CEO (Gold) in 2023 at the Asia Pacific Best of the Breeds REITs Awards, and Executive of the Year (Commercial Real Estate Trust) at the SBR Management Excellence Awards 2023. During his tenure, LREIT also received several accolades, including the Gold Award for Best Investor Relations at the 19th Singapore Corporate Awards in 2024, the World Business Outlook Awards 2024 for Best Real Estate Investment Trust Singapore and Best Corporate Governance REIT Singapore, the Best Sustainability-linked Loan Award (Singapore) at The Asset Triple A Sustainable Capital Markets Awards 2022, and Best Overall ESG & Profitability REIT (Platinum) and Best Retail REIT (Platinum) at the Asia Pacific Best of the Breeds REITs Awards in 2024 and 2023 respectively. He is a Chartered Accountant and holds a Master of Business Administration from Universitas 21 Global, as well as an executive certification in senior leadership from INSEAD. Mr. Chow's comprehensive background in financial management, board governance, committee leadership and sustainability further reinforces the Company's dedication to exemplary corporate governance and strategic direction.

MS. GWENDOLYN GN

Independent and Non-Executive Director

Our independent director Ms. Gwendolyn Gn was appointed to the Board of Directors on 14 October 2025. She serves as Chairman of the Nominating and Remuneration Committee and member of the Audit and Risk Committee. She is an Equity Partner at Shook Lin & Bok LLP, where she has over 20 years of experience as a Corporate Lawyer specialising in corporate finance and capital markets across Singapore and the Asian region. Ms. Gn actively advises SGX Main Board and Catalist listed companies, SMEs, MNCs, and financial institutions on a range of areas including fund raising, IPOs, RTOs, dual listings, mergers and acquisitions, corporate structuring, and corporate governance. Her extensive expertise has positioned her as a leading advisor in these fields. She graduated with an LLB (Hons) (Second Upper) from the National University of Singapore in 1994 and was called to the Singapore bar as an Advocate and Solicitor in 1995. Ms. Gn has received the International Law Office and Lexology Client Choice Award 2014 for Capital Markets in Singapore and is recognized by Asialaw Leading Lawyers as a leading capital markets and corporate finance lawyer. She is also featured in Euromoney's Guide to the World's Leading Women in Business Law and World's Leading Capital Markets Lawyers.

KEY MANAGEMENT

MR. WONG TAT YANG

Chief Financial Officer and Company Secretary

Mr. Wong, who joined the Group in 2023, is responsible for overseeing all the financial management, accounting, corporate secretarial and tax matters in the Group. Mr. Wong is in the accounting profession for more than 40 years with more than 27 years working experience in Singapore listed companies. Prior to joining the Group, he was instrumental in the success of 3 Initial Public Offerings exercises and has exposure in various sectors, including marine, construction, motion control, industrial computing solutions and chemical engineering.

Mr. Wong holds a Bachelor of Accountancy from National University of Singapore. He is also a Fellow Member of the Institute of Certified Public Accountants of Singapore and a Fellow Member of Association of Chartered Certified Accountants.

MR. RICHARD LAU

Chief Commercial Officer

Mr. Lau joined the Group in January 2022 as SVP, Commercial & Marketing and was appointed as Chief Commercial Officer on the 1 February 2023. Mr. Lau is currently assisting the Chief Executive Officer in the overall commercial and operations of the Company and its subsidiaries which includes developing, establishing and implementing the Group's business development and operating policies and business plans.

Prior to joining the Group, Mr. Lau held senior leadership positions at some of Singapore's leading companies, across a span of 25 years where he spent 13 years at Certis CISCO Security Pte Ltd, Singapore's largest security company, heading Group Marketing and Communications and led various brand transformations including the group's branding and the launch of its cyber security business. He also spent 12 years in Singtel Ltd, one of the region's largest telecommunication companies. He held senior management roles in Singapore and overseas, including Director of Satellite Service.

Mr. Lau graduated from National University of Singapore with a degree in Business Administration majoring in Marketing. He also holds a Masters in Management of Information Systems from Institut National des Telecommunications in Paris.

MR. FRANCIS LOW

Chief Technology Officer

Mr. Low joined the Group in 2002. From 2006 to 2014 he had worked in various industries from defense, automobile to consumer electronics. Mr. Low is appointed the Chief Technology Officer in February 2023 and is currently assisting the Chief Executive Officer in the overall operations of the Company and its subsidiaries which includes developing, establishing and implementing the Group's technology roadmap.

With more than 22 years of experience in designing digital wireless communications systems and satellite communications for both fixed and mobile satellite terminals and having been involved in many research and development projects and also well versed in many aspects of technologies, including (FPGA) Field Programmable Gate Array, ASIC (Application Specific Integrated Circuit), digital signal processing, RF (Radio Frequency) and Microwave, Mr. Low is also responsible for identifying future technology trends and exploring strategic collaboration opportunities with research institutes and industries.

Mr. Low graduated with a MSc in Electrical Engineering with specialization in wireless communication from the Nanyang Technological University.

MR. TAN JUAY HWA

Project Director

Mr. Tan, one of the co-founders, has over 32 years of experience in communications design, proprietary software technology development for communications products and product development management. In 2016, with the view to reinforce the independence of the Board, Mr. Tan has decided not to seek for re-election as Executive Director of the Company, but will remain as a Director of the Group's wholly-owned subsidiary, Addvalue Communications Pte Ltd and Revere Space Inc. and continue to hold a key management role heading the Project Management team. For the past 20 years, his primary focus was on project management for satellite communication products.

Mr. Tan holds a Diploma in Electronics from the Ngee Ann Polytechnic and a Master of Business Administration Degree from the Open University, United Kingdom.

MR. K. KALAIVANAN

Head of Solutions & Managed Services

Mr. Kalaivanan joined the Group in 1996 and specialises in telecommunications software development, especially in the area of wireless communications and networking protocols. He managed the software design team of the Group in development of the Inmarsat BGAN satellite terminal projects. Since 2016, Mr. Kalaivanan focuses on developing proprietary value added solutions, including IOT, vessel monitoring and managed networking services which enable the Group to generate recurring service income from subscriptions of these solutions and airtime services.

With more than 35 years of experience in the telecommunications industry and in product development and project management, especially in wired and wireless communications products, he has been involved in various research and development projects and co-authored a few patents for the Group.

Mr. Kalaivanan graduated from Annamalai University, India with a Bachelor of Engineering (Hons) Degree in Electronics and Instrumentation. He also holds 2 Masters Degrees, one in Master of Engineering (Hons) in Instrument Technology from Madras Institute of Technology, Anna University, India and another Master of Science in Communications Software Management, specialised in Data Communications and Networking Software, from the University of Essex, UK.

MR. E.M.L. EKANAYAKE

Head of Product Development

Mr. Ekanayake has been an integral part of our Group since 1996. With over 30 years of experience, he specializes in electronics hardware design. Mr. Ekanayake's expertise spans various domains, including analog and digital wireless communications product development, product management, and project management.

During his tenure as the head of the hardware development team, Mr. Ekanayake successfully led the design efforts for numerous electronics hardware solutions. Notably, he played a pivotal role in designing the electronics hardware for several Inmarsat and Thuraya satellite communication terminals.

Furthermore, Mr. Ekanayake has actively participated in the design and development of tracking, navigation, and remote monitoring products. Leveraging his knowledge in Satcom, Cellular, GNSS, and LPWAN technologies, he has played a key role in creating innovative solutions that enable efficient tracking, seamless navigation, and remote monitoring capabilities.

Mr. Ekanayake graduated from the University of Peradeniya (Sri Lanka) with a Bachelor of Science (Hons) Degree in Engineering and holds a Graduate Diploma in Information Communication Technology from Nanyang Technological University.

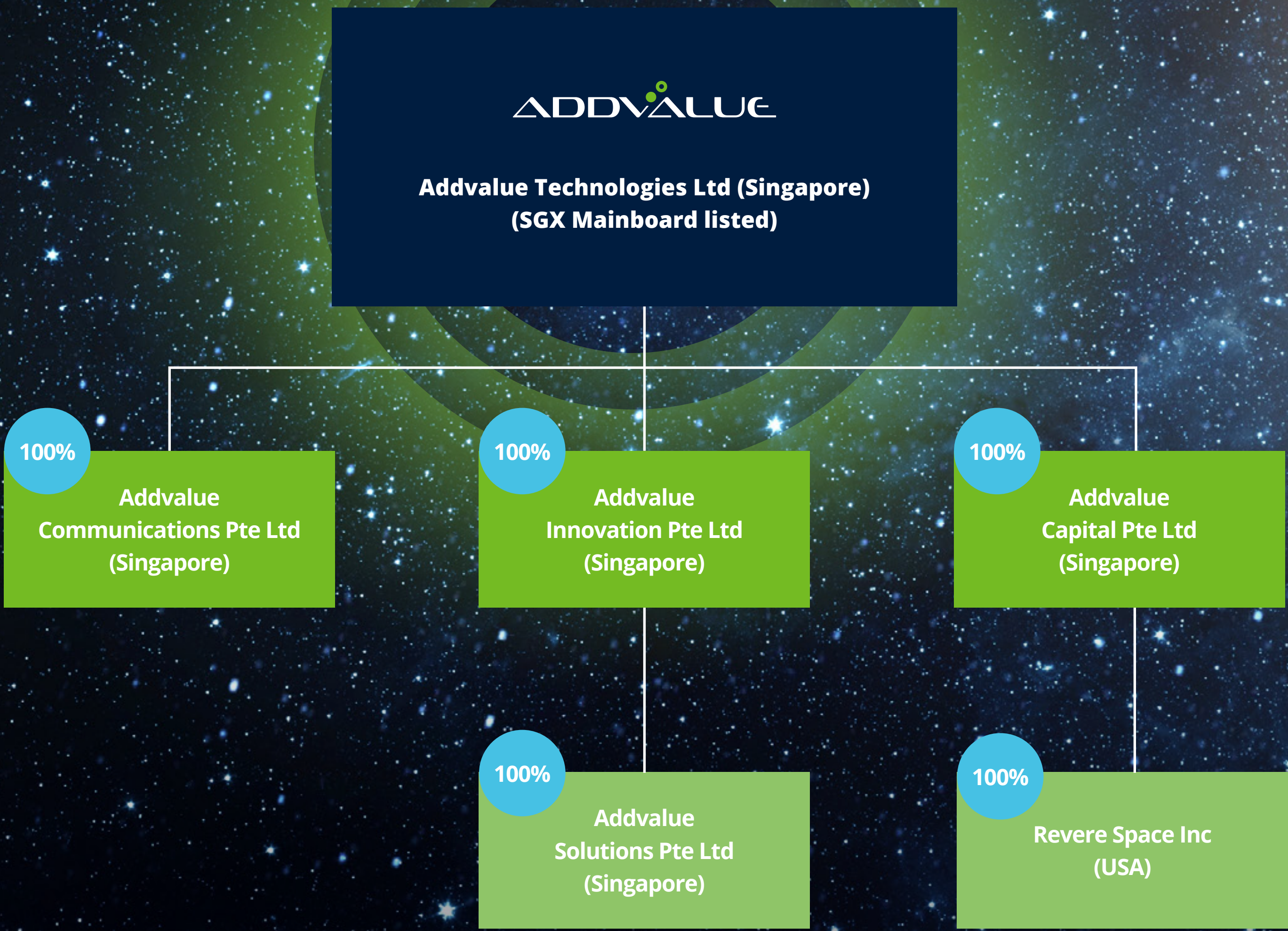
MR. CHONG KIM HO

Head of Software Engineering and IT department

Mr. Chong joined the Group in 2005 and leads the Group's software development team as well as the IT department. With more than 20 years of experience in embedded software design and developments, especially in the area of telecommunications, networking protocols, embedded security, software defined radio and machine learning for data analytics, he has been, since 2019, involved in managing and leading the software developments for various research and development projects. In January 2023, Mr. Chong is also put in charge of overseeing the Group's IT and security infrastructure and implement process to mitigate cybersecurity risk.

Mr. Chong graduated from University of NEWCASTLE, Australia with a Bachelor of Engineering in Telecommunication Engineering (Honours Class 1). He also holds a diploma in Electronic & Computer Engineering and an advanced diploma in Data Communication & Networking from Ngee Ann Polytechnic, Singapore.

GROUP STRUCTURE



SUSTAINABILITY REPORT

CONTENT PAGE

SUSTAINABILITY BOARD'S STATEMENT	**20**
ABOUT THIS REPORT	**21**
ORGANISATION PROFILE	21
REPORTING SCOPE	22
REPORTING PRINCIPLES AND STATEMENT OF USE	22
ASSURANCE	22
THE GROUP'S ACTIVITIES AND VALUE CHAIN	23
THE GROUP'S SUSTAINABILITY APPROACH AND STRATEGY	**24**
THE GROUP'S COMMITMENT TO SUSTAINABILITY	24
STAKEHOLDERS ENGAGEMENT	26
MATERIALITY ASSESSMENT APPROACH	27
MATERIAL ESG FACTORS	28
GOVERNANCE AND ETHICS FACTORS	**30**
SUSTAINABILITY GOVERNANCE	31
ANTI-CORRUPTION	32
ECONOMIC FACTORS	**34**
DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED	34
ENVIRONMENTAL FACTORS	**35**
PROTECTING THE ENVIRONMENT	35
SUPPLIER ENVIRONMENTAL ASSESSMENT	36
SOCIAL FACTORS	**38**
DIVERSITY AND EQUAL OPPORTUNITY	38
TRAINING AND CAREER DEVELOPMENT	41
SUPPLIER SOCIAL ASSESSMENT	43
PRODUCT RESPONSIBILITY	43
CLIMATE-RELATED DISCLOSURES	**45**
SGX-ST PRIMARY COMPONENTS INDEX	**45**
GRI CONTENT INDEX	**46**

SUSTAINABILITY BOARD'S STATEMENT

GRI 2-22

Dear Stakeholders,

On behalf of the Board of Directors (the "**Board**") of Addvalue Technologies Ltd (the "**Company**" or "**Addvalue**") and its subsidiaries (collectively, the "**Group**"), we are pleased to present the Sustainability Report for the financial year ended 31 March 2026 ("**FY2026**").

This report provides a comprehensive overview of our progress, challenges, and goals, highlighting our commitment to continuously improving our sustainable practices to meet the evolving needs of our stakeholders. The Group's dedication to sustainability is reflected in our efforts to create positive change in the communities where we operate. Through continuous innovation and enhancement of our business portfolio, products, and services, Addvalue strives to deliver meaningful value and support for these communities. This Sustainability Report reaffirms our commitment to embedding sustainability across all aspects of our operations.

The Group remains steadfast in its commitment to sustainable development, recognising the vital importance of Environmental, Social, and Governance ("**ESG**") responsibilities, particularly those related to climate change. Addvalue is focused on fostering long-term value creation while pursuing its commercial objectives, ensuring sustainable outcomes for all stakeholders. Sustainability is embedded into our core business operations, with active engagement with stakeholders to identify business imperatives that drive sustainability improvements. The board has determined the Group's material ESG factors and remains responsible for overseeing the integration of these factors into the Group's strategy and operations.

Over the years, the Group's business transformation has successfully pivoted its connectivity technologies that are used in many space-based applications for environmental surveillance including tracking climate changes, identifying illicit maritime activities, and managing sustainable forestry and reforestation efforts. By cultivating a network of suppliers and vendors who uphold similar sustainability values, Addvalue aims to embed responsible practices across its entire value chain.

The Group is firmly committed to achieving its corporate social responsibility goals by upholding its core values and adapting to emerging challenges. Additionally, sustainable digital transformation for clients continues to be a key driver of our resilience. The Group is dedicated to fostering a diverse and inclusive workforce, recognising that a variety of perspectives and backgrounds significantly enhances our success. This report outlines the Group's progress in FY2026 and strategic direction towards sustainable development. We express our gratitude for your support as we work collectively towards a more sustainable future.

On behalf of Board,
MR RICHARD J DENNY,
Non-Executive Chairman

ABOUT THIS REPORT

ORGANISATION PROFILE

GRI 2-1

Addvalue Technologies Ltd was founded in 1996 and was listed on the mainboard of Singapore Stock Exchange in 2000. Addvalue's technical expertise encompasses Radio and Antenna Design, Embedded System Design, and Software Defined Radio platforms. Recognised globally as a 'one-stop shop' for communications technology products centred around "Connectivity," Addvalue leverages its extensive satellite communication knowledge to provide tailored solutions, addressing application gaps in areas where terrestrial networks are non-existent, inadequate, or ineffective.

For instance, Addvalue's world's first commercial the Inter-Satellite Data Relay System ("**IDRS**") solution is essential for all LEO satellite missions that require immediate and on-demand communication for tasks such as data alert on change detection, environmental monitoring, emergency response, crisis intervention, and weather satellite services. Additionally, Addvalue's industrial IoT solutions cater to various applications such as environmental monitoring and power grid management.

This year, the Group continues to address ESG aspects deemed material to the Company and its subsidiaries. As a globally recognised developer of communications technology products, Addvalue provides state-of-the-art satellite-based communication and innovative digital broadband solutions for various connectivity applications at sea, on land, in flight, and in space. The Group also specialises in offering customised design services tailored to the unique needs of each customer, delivering comprehensive satellite communication solutions anytime and anywhere.

To foster sustainable value for key stakeholders, such as shareholders, employees, customers, vendors, and regulators, while pursuing commercial objectives, the Group implements practices dedicated to ESG initiatives aimed at long-term value creation.

ABOUT THIS REPORT

REPORTING SCOPE

GRI 2-2

The scope of this report covers Addvalue's global operations. All key entities featured in its financial reporting are also included in the sustainability reporting. For a detailed overview of the entities covered in this report, please refer to page 18 for the organisational structure.

REPORTING PRINCIPLES AND STATEMENT OF USE

GRI 2-3

The Group's annual Sustainability Report ("**the Report**") covers the reporting period from 1 April 2025 to 31 March 2026 ("**FY2026**"). The Report has been prepared with reference to the internationally recognised Global Reporting Initiative ("**GRI**") Standards 2021. The GRI Standards 2021 has been chosen for their global recognition as a benchmark for sustainability reporting, reflecting best practices for reporting on economic, environmental, social, and governance topics. By aligning with these standards, Addvalue ensures transparent and meaningful engagement with stakeholders on its sustainability performance and progress.

Additionally, the GRI Content Index section of the Report offers detailed references to the relevant GRI Standards. The Group has implemented the GRI principles to define reporting content, focusing on Stakeholder Inclusiveness, Sustainability Context, Materiality, Completeness, Accuracy, Balance, Clarity, Comparability, Reliability, and Timeliness.

The Group is also providing climate-related disclosures based on the recommendations of the Task Force on Climate-related Financial Disclosures ("**TCFD**") on a 'comply or explain' basis. Additionally, in line with the Singapore Exchange Securities Trading Limited (the "**SGX-ST**") Listing Rules 711A & 711B and Practice Note 7.6 Sustainability Reporting Guide, the Group has also incorporated the six primary components into the Report, also on a 'comply or explain' basis.

As part of the Group's ongoing commitment to enhancing the scope and content of its sustainability practices detailed in the Report, the Group welcomes stakeholders to share their insights or inquiries on any aspect of its sustainability performance. Please direct your feedback to sustainability@addvalue.com.sg.

ASSURANCE

GRI 2-5

The Management of the Company ("**Management**") has established internal controls and verification processes to ensure the accuracy and reliability of the narratives and data presented in this Report. In developing its content, the Group engaged an external ESG consultant, whose expert recommendations were pivotal in selecting material topics and ensuring compliance with the GRI Standards and SGX-ST Listing Rules. However, the Group did not seek external assurance for this Report.

THE GROUP'S ACTIVITIES AND VALUE CHAIN

GRI 2-6

Addvalue is building a focused, high-value communications technology group serving mission-critical connectivity across aerospace, terrestrial, maritime, and advanced edge environments. Through IDRS, we are scaling a proven in-orbit data relay platform for the global LEO satellite industry. Through ADR, we are growing a differentiated software-defined and embedded communications business. Through SDS, we are converting engineering excellence into future products and intellectual property. The Group aims to deliver enhanced mobility and seamless connectivity for end-user applications in a responsible and sustainable manner. Addvalue markets and distributes its products and solutions to commercial enterprises or government agencies through a network of partners.

Headquartered in Singapore, Addvalue oversees all product development and manufacturing support activities. The Group is certified under ISO 9001:2015 for its Quality Management System, which ensures consistent delivery of products and services that meet statutory and regulatory requirements, enhance customer satisfaction, and address potential risks and opportunities. Since 2013, Addvalue has also put in place business continuity practices to strengthen organisational resilience and ensure continued operations during disruptions.

THE GROUP'S SUSTAINABILITY APPROACH AND STRATEGY

THE GROUP'S COMMITMENT TO SUSTAINABILITY

GRI 2-22

Always remain **Dynamic** in identifying new opportunities and emerging threats, with a commitment to sustainable development. It is the drive to seek continuous improvement in all that Addvalue does, no matter how trivial it may seem to be, ensuring environmental and social responsibility is integral to the Group's operations.

THE GROUP'S VISION

To be universally recognised as a trusted and preferred partner in the business of connecting the world sustainably, contributing to the advancement of global sustainability goals.

THE GROUP'S CORE VALUES

Enterprising is Addvalue's second nature. The Group is accustomed to taking calculated risks to do things differently in search of breakthroughs, always considering their long-term impact on sustainability. It is this enterprising spirit that urges Addvalue to think and act innovatively, away from convention, towards sustainable practices.

Fortitude is the hallmark of Addvalue's character, especially in the pursuit of sustainable development goals. Throughout the history of the Group, it is this nerve of steel that has enabled Addvalue to preserve and overcome all crises that confront it, while remaining steadfast in its commitment to sustainability.

Addvalue empowers companies to unleash their real business potentials by leveraging sustainable products and services offered, fostering economic growth while safeguarding environmental and social well-being.

THE GROUP'S CORE PURPOSE

Trust is the single most important asset for Addvalue, particularly in the context of sustainability. It forms the foundation of effective teamwork towards sustainable development. Without trust, earning genuine respect from others is impossible, hindering progress towards a sustainable future.

Incorporating sustainability into Addvalue's vision, values, and core purpose underscores its commitment to being a responsible corporate citizen and contributing positively to the sustainable development of communities and ecosystems worldwide.

THE GROUP'S SUSTAINABILITY APPROACH AND STRATEGY

STAKEHOLDERS ENGAGEMENT

GRI 2-29

The Group recognises the vital role of effective stakeholder engagement in maintaining healthy and productive relationships. It strives to create an environment where stakeholders feel encouraged to voice their concerns, fostering a deeper understanding of their expectations and continuously enhancing value for all parties involved. In this Report, the stakeholders were identified due to their direct influence on business outcomes, ensuring that their perspectives and needs are comprehensively considered and addressed.

Addvalue remains dedicated to actively listening to its stakeholders, understanding their concerns and expectations, and safeguarding their interests. The insights gained from stakeholders' feedback are instrumental in pinpointing material ESG topics that resonate with their priorities, thereby guiding the development of the Group's sustainability strategy. To encourage an open dialogue and the free exchange of ideas, the Group consistently engages with its stakeholders through a variety of platforms and communication channels, as detailed below.

Stakeholders	Basis for Determining Stakeholders	Engagement Method	Frequency of Engagement	Area of Concerns	Section Reference
Investors	• Influence on Addvalue's future strategies and management's decisions	• Annual General Meeting	• Annually	• Financial performance • Governance and transparency • Anti-corruption	• Economic factors • Governance and Ethics Factors
		• Website Announcements	• As and when necessary		
Regulators	• Adhere to local laws and regulations reinforces the Group's credibility and demonstrates its commitment professionalism to stakeholders	• Reporting platforms	• Annually	• Compliance with regulatory requirements	• Governance and Ethics Factors • Economic factors • Environmental factors • Social factors
Customers	• Customers' needs and preferences shape the direction of the Group • Customer feedback drives improvements for our product and service quality	• Trade shows • Conference • Phone call • Site visits and meetings • E-mail • Website • Training and workshop	• As and when necessary	• Quality of products • Safety of products • Meeting of deadlines • Meeting technical needs and requirements	• Social factors
Business Partners and Vendors	• Influence on Addvalue's delivery of high-quality products and services	• Collaboration meetings • Trade shows • Conference • Phone call • E-mail • Factory visits	• As and when necessary	• Prompt payment • Fair business dealings • Quality of components • Delivery schedule	• Social factors • Environmental factors
Employees	• Executes the direction of the Group • Employees' skills and knowledge influence Addvalue's value creation	• Face to face communication • Annual performance review	• Throughout the year	• Fair benefits and compensation • Equal employment opportunities • Adequate training provided • Career advancement	• Social factors
		• Company-wide meetings/ training • Email announcements/ Newsletters via corporate intranet	• Annually		

MATERIALITY ASSESSMENT APPROACH

GRI 3-1

The Group's materiality assessment involves employees engaging with relevant stakeholders during their routine business activities. This process identifies sustainability factors that are essential to both the Group's operations and its stakeholders, allowing the Group to allocate resources effectively to create sustainable value. The assessment is reviewed annually to incorporate changes in business operations, environmental conditions, stakeholder feedback, and sustainability trends.

The Group's materiality assessment complies with the SGX guidelines on Sustainability Reporting and the GRI guidance for determining material topics. According to GRI standards, materiality in sustainability reporting includes topics and indicators that reflect the Group's significant economic, environmental, and social impacts, as well as those that would substantially influence stakeholders' evaluations and decisions.

In assessing Addvalue's activities, impacts, and the significant expectations and interests of its stakeholders, the Group has applied the GRI reporting principles through a four-step approach to derive its material sustainability factors.

01

Identification

The identification of material factors involves an assessment of the risks and opportunities, actual and potential impacts related the Group's activities and boundaries.

02

Prioritisation

The factors will be prioritised based on their materiality levels, their significance to stakeholders, and their importance to the Group.

03

Validation

The shortlisted material ESG factors will then be internally validated by the Group's Sustainability Committee ("**SC**"), which consists of senior management, and submitted to the Audit and Risk Committee (the "**ARC**") of the Board for approval.

04

Review

These material ESG factors will be reviewed and reassessed for their relevance to the Group's sustainability goals, and may be amended in response to changes in business operations

THE GROUP'S SUSTAINABILITY APPROACH AND STRATEGY

MATERIAL ESG FACTORS

GRI 3-1, 3-2

The Group has identified eight factors as material to its business operations. Each material factor is assessed and ranked based on its level of concern to stakeholders and its potential impact on the business. The list of material factors for the year is presented below.

Anti-corruption

Supplier environmental assessment

Training and career development

Diversity and equal opportunity

Supplier social assessment

Product responsibility

Protecting the environment

Direct economic value generated and distributed

MATERIAL ESG FACTORS

GRI 3-1, 3-2

Based on the outcomes of the materiality evaluation, the Group has identified the following factors as material:

Material Factor	Reason for Materiality	GRI Topics Standard Disclosure	Boundary	
			Within Addvalue	Outside Addvalue
GOVERNANCE AND ETHICS				
Anti-Corruption	Poses significant effects towards stakeholders	205-1 205-2 205-3	√	
ECONOMIC				
Direct Economic Value Generated and Distributed	Poses significant effects towards stakeholders	201-1	√	
ENVIRONMENTAL				
Protecting the environment	Poses significant effects towards sustainability	305-1 305-2	√	√
Supplier Environmental Assessment		308-1 308-2	√	√
SOCIAL				
Training and Career Development	Poses significant effects towards employees	404-1 404-2 404-3	√	
Diversity and Equal Opportunity	Poses significant effects towards employees	405-1	√	
Supplier Social Assessment	Poses significant effects towards suppliers	414-1 414-2	√	√
Product Responsibility	Poses significant effects towards customers	416-1 416-2	√	

GOVERNANCE AND ETHICS FACTORS

GRI 2-9, 2-16, 2-23, 2-24

Acting with responsibility and integrity is fundamental for maintaining the trust and confidence of the Group's stakeholders. To consistently uphold the highest ethical standards and ensure full compliance with applicable laws and regulations, the Group fosters an ethical working environment by requiring adherence to the Addvalue Corporate Policies and Business Conduct Guidelines, which are regularly reviewed and updated. Additionally, the Group cultivates a culture of risk awareness to promote good corporate governance and maintain a robust system of internal controls.

To safeguard against cybersecurity risks and protect confidential information for stakeholders, proactive measures are implemented. Regular seminars on the importance of compliance with the Personal Data Protection Act ("**PDPA**") are also conducted to ensure that all employees understand their responsibilities.

Furthermore, the Group has implemented an Enterprise Risk Management ("**ERM**") Framework to manage inherent risks across the Group's business effectively. An annual ERM exercise is conducted to systematically identify and assess key risks. This framework provides a structured and disciplined approach to identifying and assessing key risks and their potential impact on the achievement of the Group's key objectives. Control measures are put in place to align these risks with Addvalue's risk appetite, ensuring a holistic approach rather than isolated efforts within specific areas or functions. This enhances the Group's agility in responding to risk events.

The Board and Management are dedicated to enhancing stakeholder value through a robust corporate governance framework, exemplified by the adoption of a Sustainability Reporting Policy ("**SR Policy**") in FY2026. This policy outlines the reporting structure, materiality assessment, and processes for identifying and monitoring key sustainability factors. Acting as a cornerstone for sustainability reporting, the SR Policy has significantly facilitated the management of ESG-related risks and opportunities. Additionally, the Board supervises the identification and assessment of ESG issues that hold significance for both the operations and stakeholders.

Currently, any emerging concerns can be communicated to the Audit and Risk Committee ("**ARC**"). During the year, the ARC reviewed an anonymous complaint and concluded that it had no material impact on the business.

In FY2026, executives' contributions to the Group's sustainability goals were assessed as part of their performance. A Sustainability Committee is chaired by CEO, which is assisted by three Task Forces (Environment, Social, and Governance) managed by C-suite offices and heads of department. The Sustainability Committee, in consultation with ARC, forms the nucleus of the Group's endeavour to meeting long-term vision and sustainability goals.

For a comprehensive understanding of the Group's corporate governance practices and risk management framework, please refer to the Statement of Corporate Governance section in the Group's Annual Report 2026. This section provides detailed insights into the Group's governance strategies, policies, and mechanisms for effectively managing and mitigating risks.

SUSTAINABILITY GOVERNANCE

GRI 2-12, 2-13, 2-14, 2-26

The Group has established a Sustainability Committee ("**SC**") to oversee Addvalue's sustainability targets. Operating under the Board's ARC, the SC is led by Addvalue's Chief Executive Officer ("**CEO**") and supported by management executives. The SC includes the Sustainability Task Force (the "**Task Force**"), comprising of three sub-committees, each focusing on the different aspects, i.e., the environment, social, and governance, of the Report. These sub-committees comprise members from various departments, including finance, human resources, operations, and public relations, hosting a diversity of experiences and backgrounds.

The Task Force's core focus is to develop a comprehensive sustainability framework, fostering a culture of sustainable business practices, and monitoring sustainability performance. Their responsibilities include creating and refining this framework, ensuring business objectives align with ESG targets, and communicating progress to the Board. They supervise dedicated teams that carry out sustainability initiatives, track data and monitor progress in real time. The Task Force also evaluates objectives, addresses challenges, sets targets, and ensures alignment with the Group's strategic direction.

Moreover, the Board integrates sustainability considerations into the Group's strategy formulation. Annually, the Board reviews and approves key environmental, social, and economic topics, reinforcing the Group's commitment to sustainable practices at all levels. This top-down integration underscores the Group's dedication to embedding sustainability deeply into its operations, making it a fundamental aspect of the Group's identity.

GOVERNANCE AND ETHICS FACTORS

GRI 2-9, 2-16, 2-23, 2-24

ANTI-CORRUPTION

GRI 2-15, 2-23, 2-24, 3-3, 205-1, 205-2, 205-3

Addvalue maintains a stringent zero-tolerance policy against bribery and corruption. To reinforce this commitment, the Group has established a comprehensive whistle-blowing policy, empowering employees to confidentially report any potential misconduct or improprieties within the Group. This year, Addvalue has diligently reviewed and enhanced its whistle-blowing policy to ensure its effectiveness.

Employees are encouraged to utilise the "Whistle-blower Reporting Form" readily accessible on Addvalue's Intranet, to raise concerns or disclose any irregularities without fear of retaliation. This platform serves as a crucial mechanism for promoting transparency and accountability throughout the Group.

The Group is proud to announce the successful maintenance of its zero-corruption record (FY2025: Nil). This achievement is the result of its diligent efforts, including an annual review conducted under Enterprise Risk Management to assess operational risks related to corruption. During the risk assessment, no significant risks related to corruption were identified, affirming the Group's commitment to upholding the highest ethical standards.

Moving forward, Addvalue remains steadfast in its commitment to sustaining its zero-corruption record. This will be achieved through continued vigilance and by ensuring that employees, governance body members, and business partners are fully aware of its anti-corruption and whistle-blowing policies, and are compliant with all relevant laws and regulations. These efforts are further elaborated below.

Communication to employees

Addvalue maintains a stringent stance against corruption by delivering comprehensive briefings on corporate policies and the repercussions of policy violations, including severe penalties, disciplinary actions, or dismissal, to all newly hired staff, both local and overseas. This initiative has successfully ensured that anti-corruption policies are communicated to all employees (FY2025: 100%). This commitment will continue, with ongoing efforts to periodically reinforce these policies among all employees, thereby fostering the highest standards of trust in all operations.

Moreover, an annual email reminder is sent to all employees, encouraging them to review important policies such as whistle-blowing policies, the code of business conduct, and anti-corruption policies. These documents are readily accessible on the Group's intranet, ensuring that employees have convenient and continuous access to the Group's ethical guidelines. This proactive approach reinforces awareness, promotes ethical behaviour, and strengthens adherence to the Group's standards of integrity and accountability.

All employees are also required to complete a Conflict of Interest Declaration Form upon joining and must update Human Resources as circumstances change. Since FY2021, employees have been mandated to declare their conflicts of interest annually. This practice ensures that personal interests do not unduly influence decision-making or professional judgment, thus preventing conflicts that could compromise the Group's interests.

ANTI-CORRUPTION

GRI 2-15, 2-23, 2-24, 3-3, 205-1, 205-2, 205-3

Communication to governance body members

All newly appointed Directors will receive comprehensive information regarding Addvalue's anti-corruption policies. They are required to thoroughly review these policies to familiarise themselves with the core principles of fairness, honesty, openness, decency, integrity, and respect. Addvalue expects governance body members to uphold their integrity and act in the best interest of Addvalue on behalf of their stakeholders.

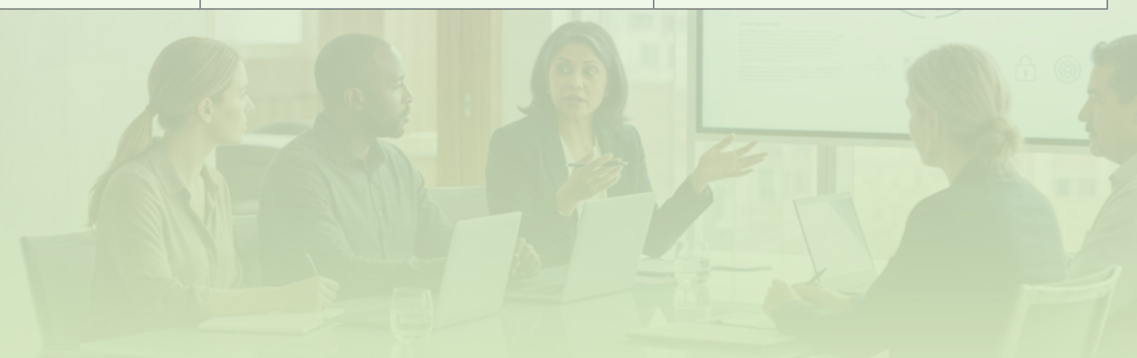
Whistleblowing reports are regularly communicated to the ARC during quarterly meetings and are also escalated to the Board as appropriate. In FY2026, the Group received one whistleblowing complaint. However, it was not related to corruption and was deemed inconsequential to the Group's business operations.

The Board remains firmly committed to upholding the highest standards of integrity and corporate governance. All Board members are required to adhere strictly to the Group's Code of Business Conduct and Ethics, which outlines expectations for ethical behaviour and responsible decision-making. The Code is publicly available on Addvalue's corporate website, reinforcing the Group's commitment to transparency and accountability. https://www.addvaluetech.com/code-of-conduct-and-ethics/

GOVERNANCE AND ETHICS TARGETS AND PERFORMANCE

The summary below details the Governance and Ethics Targets and Performance for FY2026 and outlines the FY2027 and perpetual targets.

FY2026 Targets	FY2026 Performance	FY2027 and Perpetual Targets
Zero incident of non-compliance with SGX-ST listing rules, governmental laws and regulations in environmental, social and economic areas.	Achieved zero incident of non-compliance with SGX-ST listing rules, governmental laws and regulations in environmental, social and economic areas.	To have zero incident of non-compliance with SGX-ST listing rules, governmental laws and regulations in environmental, social and economic areas.
Zero reported corruption or significant whistle blowing report.	Achieved zero reported corruption or significant whistleblowing report.	To have zero case of corruption or other improprieties.



ECONOMIC FACTORS

The Group is committed to delivering strong financial performance for its stakeholders while supporting sustainability initiatives and practices. The AC and the Board conduct regular review of the Group's financial performance to ensure alignment with strategic objectives and responsible governance.

Details of the Group's financial performance can be found in the audited financial statements, which have been prepared in accordance with Singapore Financial Reporting Standards (International) and the provisions of the Companies Act 1967. The audited financial statements can be found in the Group's Annual Report 2026.

DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

GRI 2-23, 2-24, 3-3, 201-1

Impact on Addvalue

The generation and distribution of direct economic value are central to the Group's ability to sustain operations, invest in innovation, and create long-term benefits for stakeholders and the broader economy.

By maintaining strong financial performance, the Group ensures its capacity to support employees, suppliers and shareholders. Transparent and responsible distribution of economic value enhances stakeholder trust, strengthens our social license to operate, and underpins long-term business resilience.

Management Approach

The Group adopts a disciplined financial management framework that balances profitability with responsible value distribution. Addvalue tracks and reports on key components of economic value generated and distributed, including operating costs, employee wages and benefits, payments to providers of capital and taxes to governments. This approach is aligned with the GRI Standards and supports the Group's commitment to transparency and accountability in financial stewardship.

Our Performance

Key statistics on our direct economic value generated and distributed are as follows:

Financial Year		FY2026 (USD'000)	FY2025 (USD'000)
Economic Value Generated		25,761	16,498
Economic Value Distributed	Operating Costs	(14,349)	(9,440)
	Employee Wages and Benefits	(7,199)	(4,961)
	Capital Providers	(121)	(466)
	Government	741	322
	Total Economic Value Distributed	(20,928)	(14,545)
Net Economic Value Distributed		4,833	1,953

In FY2026, the Group generated a direct economic revenue of USD 25,761,000 (2025: USD 16,498,000) and distributed economic value of USD 20,928,000 (2025: USD 14,545,000) through operating expenses, employee salaries, tax payments and returns to shareholders.

ENVIRONMENTAL FACTORS

The Group firmly believes that sustainable environmental practices can coexist with corporate growth. Addvalue is committed to aligning its operational practices with international standards and industry best practices for environmental management systems. The Group's objective is to minimise the adverse environmental impact of its business activities by enhancing resource efficiency in daily operations and developing a sustainable supply chain.

As environmental challenges increasingly threaten future sustainability, the imperative for environmental preservation becomes ever more critical for businesses and communities. During FY2026, the Group reported zero instances of non-compliance with environmental laws and regulations (FY2025: Nil), highlighting its strong compliance record. The Group is dedicated to maintaining this record, which aligns with its business strategy and attracts vendors who advocate for high sustainability standards.

By integrating robust environmental practices into its operations, the Group demonstrates its commitment to both corporate growth and environmental stewardship, ensuring that sustainability remains a core component of its corporate identity.

PROTECTING THE ENVIRONMENT

GRI 2-23, 2-24, 2-25, 3-3, 305-1, 305-2

As the world increasingly experiences the effects of climate change through more frequent and severe extreme weather events, including droughts, floods and heatwaves, the Group recognises the importance of managing its environmental impact and contributing to long-term value creation for its business, stakeholders and communities. In support of global and national efforts to reduce greenhouse gas ("**GHG**") emissions, the Group monitors its emissions profile to better understand its environmental footprint and identify opportunities for meaningful reduction.

For FY2026, the Group's Scope 1 GHG emissions arose solely from fugitive emissions relating to refrigerant leakage from air-conditioning systems. Fugitive emissions refer to the unintended release of GHGs from equipment or systems, including refrigerants used in air-conditioning units. The Group does not have other direct emission sources, such as company-owned vehicles, fuel combustion equipment or manufacturing facilities. Accordingly, refrigerant leakage represents the Group's only source of direct GHG emissions for the reporting year. Scope 1 emissions were calculated based on the amount of refrigerant topped up during the year and the applicable global warming potential of the refrigerant type and are reported in tonnes of carbon dioxide equivalent ("tCO_2e"). For FY2026, the Group's Scope 1 emissions amounted to approximately 187.08 tCO_2e.

The Group's Scope 2 GHG emissions arose from purchased electricity consumed at its premises. Electricity consumption represents the Group's main source of indirect energy-related emissions, as the Group relies on grid electricity to support its office and operational activities, including lighting, air-conditioning, equipment usage and other day-to-day operational needs. The Group consumed a total of 289,368.82 kWh of electricity. Based on Singapore's latest available grid emission factor of 0.402 $kgCO_2$/kWh, the Group's Scope 2 emissions amounted to approximately 116.33 tCO_2e.

As FY2026 represents the Group's first year of GHG emissions reporting, the Group aims to strengthen its emissions data collection and monitoring processes. The Group will also progressively identify opportunities to improve energy efficiency and manage operational emissions across its activities.

1 Scope 1 emissions were calculated based on the amount of refrigerant topped up during the year and the applicable global warming potential of the refrigerant type and are reported in tonnes of carbon dioxide equivalent ("tCO_2e"). The refrigerant used is R-410A and the emission factors for direct energy consumption are taken from the IPCC Climate Change 2007 report; AR4 Climate Change 2007: The Physical Science Basis — IPCC ***89.6 (kg) x 2,088 (kg CO_2/kg.)/1000 = 187.08 tCO_2e***.

2 Scope 2 emissions are calculated from the consumption of purchased electricity, expressed in metric tonnes of CO_2 equivalent. Emission factors for indirect energy consumption are taken from the Energy Market Authority (EMA). EMA | SES Chapter 2: Energy Transformation ***289,368.82 (kWh) x 0.402 (kg CO_2/kWh.)/100 = 116.33 tCO_2e.***

ENVIRONMENTAL FACTORS

SUPPLIER ENVIRONMENTAL ASSESSMENT

GRI 2-23, 2-24, 2-25, 3-3, 308-1, 308-2

Addvalue believes the sustainability of its supply chain is an integral part to the sustainability performance. As part of its supply chain operations, Addvalue recognises the critical role of materials sourcing and is committed to continuously improving and maintaining the quality of materials used for production. The Group took a holistic approach to product development sustainability by ensuring every opportunity is provided to review the types and quantities of materials used and processes applied to the production of its products for commercial purposes.

In this report, the Group defines its suppliers as direct suppliers who provide goods and services that enable us to produce products and services for our customers. The Group's existing suppliers and contract manufacturers are evaluated on their environmental impact through an annual Vendor Evaluation and Qualification procedure to determine whether they meet the minimum requirements. This process aims to ensure that quality is upheld and that suppliers adhere to Addvalue's environmental standards for the products and services they provide. Additionally, as part of the Group's stringent supplier selection process, all new key suppliers are screened for any significant negative environmental and social impacts resulting from their business operations. By assessing their track records in these various aspects, Addvalue ensures that all vendors complement its commitment to delivering high-quality products and services.

The supplier environmental screening criteria that were used to screen both new and existing suppliers consider factors such as their efforts towards recycling, incorporation of environmentally friendly materials, energy conservation, environmental certifications, and their use of toxic or hazardous substance materials. In FY2026, 100% of new suppliers were screened using environmental criteria (FY2025: 100%).

Based on the supplier assessment conducted during the year, 33 out of 35 suppliers, representing 94% of the Group's suppliers, successfully passed the supplier environmental assessment. This reflects the Group's continued efforts to engage suppliers who demonstrate commitment to sustainable practices. The passing rate improved from 93% in FY2025 to 94% in FY2026, reflecting the increase in the number of suppliers assessed from 28 to 35 during the year, coupled with the continuing effort of the majority of the suppliers to adhere to the Group's environmental assessment criteria. The suppliers that passed the assessment have adopted various sustainability practices. Which include using recycled paper, implementing formal waste management procedures to ensure proper disposal and recycling of paper waste and introducing energy conservation measures. In addition, they are actively seeking to use environmentally friendly materials into their operations and are committed to reducing emissions by avoiding the use of toxic or hazardous substances. The Group remains committed to evaluating its suppliers' environmental practices to mitigate adverse environmental impacts in FY2026.

17 suppliers (representing 49% of its suppliers) have attained industry-recognised certifications such as ISO 14001, reaffirming their commitment to environmental responsibility and regulatory compliance. However, the Group has identified 2 suppliers (representing 6% of its suppliers) who met just 29% of the environmental assessment criteria, these gaps highlight the need for closer engagement and correction action.

In response, the Group is committed to engaging continuously with the supplier to address identified gaps and work collaboratively towards aligning with its environmental standards. This process will involve providing support and guidance, as well as regular monitoring and evaluation of progress. Additionally, the Group will explore alternative sourcing options and diversify its supplier base to mitigate potential risks associated with non-compliance.

Despite these challenges, no relationships were terminated as a result of environmental impacts identified through the assessment. Addvalue believes in the principle of collaboration and continuous improvement. Instead of severing ties, the Group views such instances as opportunities for constructive dialogue and partnership enhancement. Through open and honest communication and mutual understanding, the Group aims to facilitate positive change and promote responsible business practices within its supply chain ecosystem.

SUPPLIER ENVIRONMENTAL ASSESSMENT (CONTINUED)

GRI 2-23, 2-24, 2-25, 3-3, 308-1, 308-2

ENVIRONMENTAL FACTORS TARGETS AND PERFORMANCE

The summary below details the Environmental Targets and Performance for FY2026 and outlines the FY2027 and perpetual targets.

FY2026 Targets	FY2026 Performance	FY2027 and Perpetual Targets
Screen 100% of new suppliers using the environmental criteria.	Achieved 100% of screening for all suppliers using the environmental criteria.	To screen 100% of new suppliers using environmental criteria.
Achieve a minimum compliance rate of 90% for suppliers passing the environmental assessment.	94% of suppliers successfully passed the environmental assessment.	To achieve a minimum compliance rate of 90% for suppliers passing the environmental assessment.
Assess and evaluate all existing vendors and contract manufacturers through the Group's annual Vendor evaluation and Qualification procedure.	Assessed and evaluated existing vendors and contract manufacturers through the Group's annual Vendor evaluation and Qualification procedure.	To assess and evaluate existing vendors and contract manufacturers through the Group's annual Vendor evaluation and Qualification procedure.
No quantitative emission reduction targets have been set for FY2026.	The emissions data collected in FY2026 will serve as a baseline for assessing future performance and establishing measurable reduction targets.	To achieve a reduction target of approximately 3%–5% for Scope 1 and Scope 2 emissions.

SOCIAL FACTORS

GRI 2-23

As a technology developer and innovator, the Group places significant importance on the capabilities, resourcefulness, experience, skills, and know-how of its workforce. Addvalue recognises that its employees are pivotal to its business success and consider them its most valuable asset. In line with its sustainability objectives, the Group is also committed to supporting the social well-being and development of the communities in which it operates, placing particular focus on fostering sustainable, inclusive, and fair labour practices for all employees.

The Group's sustainable labour practices include providing equal opportunities, enforcing a non-discrimination policy, fostering effective communication between management and employees, promoting work-life balance, and addressing occupational health and safety hazards. The Group is committed to cultivating a diverse and inclusive culture where all employees are welcomed and treated fairly. These policies are designed to support employees in achieving a balanced work life while maintaining a positive attitude that drives continuous improvement in their work, interactions with customers, and engagement with the Group's broader stakeholder community.

DIVERSITY AND EQUAL OPPORTUNITY

GRI 2-7, 3-3, 405-1

The Group is committed to respecting and valuing diversity across various dimensions, including race, culture, religion, gender identity, sexual orientation, nationality, disability, age, and more. Addvalue's equal opportunity practices are essential for fostering an open-minded, productive, and creative community, which is crucial for the Group's growth and sustainability. The Group strives to create an inclusive and equitable working environment by providing equal opportunities and adopting merit-based practices in recruitment, selection, and promotion. It is paramount to the Group that all employees, regardless of gender, age, background, or any other characteristics, feel valued and are able to contribute their unique strengths, experiences and potential to the Group.

Moreover, the Group places a high value on inclusiveness not only among its employees but also in its board composition. The Group's Board Diversity Policy emphasises that diversity at the Board level is crucial for achieving its strategic objectives. All Board appointments are made based on merit, considering the skills, experience, independence, and knowledge that each director can bring, without compromising the Board's diversity. Additionally, the data presented in this section was sourced from payroll records and strictly adhered to data protection and privacy regulations to safeguard the confidentiality of employee information.

To ensure diversity in skills, experience, and industry expertise, the Board's target is to maintain a mix of core competencies. This includes having at least one Director with the necessary skills, experience, and industry expertise, and one Director with accounting and finance-related knowledge. Currently, the Board meets its skill diversity target where a diverse range of skills, experiences, and knowledge, which stimulates constructive debate and enhances the Group's strategic direction. For more details on the Directors' skills and experiences, please refer to the Statement of Corporate Governance in the Group's Annual Report 2026 page 50 to 74.

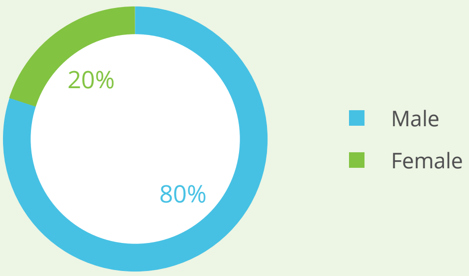
DIVERSITY AND EQUAL OPPORTUNITY (CONTINUED)

GRI 2-7, 3-3, 405-1

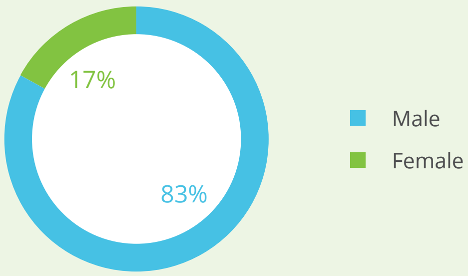
Additionally, the Board also meets its gender diversity target, comprising four male directors and one female director, aligning with its goal to have at least one female director. The diversity of governance bodies by gender, age and nationality is depicted below.

Diversity of governance bodies

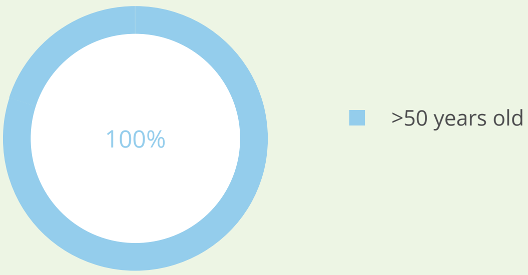
GENDER DIVERSITY (FY2026)



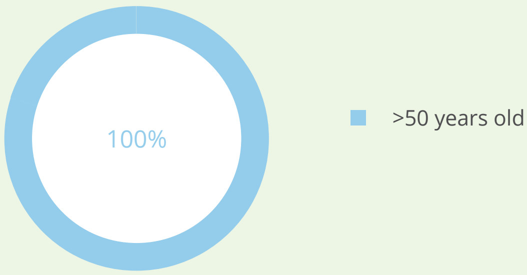
GENDER DIVERSITY (FY2025)



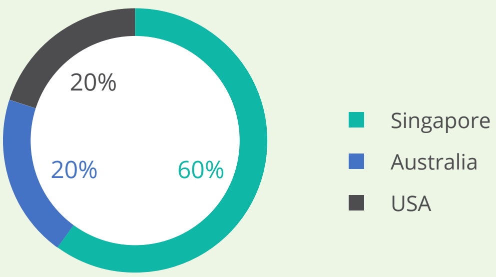
AGE DIVERSITY (FY2026)



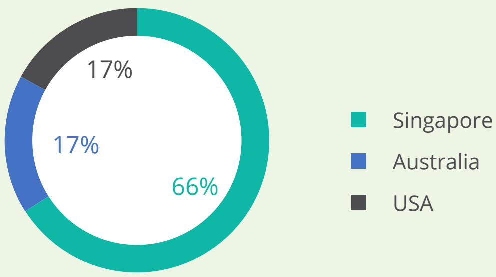
AGE DIVERSITY (FY2025)



AGE DIVERSITY (FY2026)



AGE DIVERSITY (FY2025)



DIVERSITY AND EQUAL OPPORTUNITY (CONTINUED)

GRI 2-7, 3-3, 405-1

As of FY2026, the Group's total workforce comprised 81 full-time employees, marking a slight increase from 74 in FY2025. This growth reflects the Group's steady business development and continued investment in human capital. All employees hold permanent positions, with none engaged on a temporary or part-time basis, underscoring the Group's commitment to providing stable and long-term employment.

The Group's workforce is composed of individuals from diverse national backgrounds, including Singapore, China, the Philippines, India, Malaysia, and Sri Lanka. This multicultural composition, as shown in the table below, enriches the Group's organisational culture and enhances collaboration through a broad range of perspectives and experiences.

In terms of gender distribution, the Group's workforce comprised 69% male employees and 31% female employees in FY2026, compared to 70% male employees and 30% female employees in FY2025. The slight increase in female representation was mainly due to the hiring of additional employees across technical, production and administrative functions during the year. The Group remains committed to promoting fair employment practices and improving gender representation across all functions where feasible, while ensuring that hiring decisions continue to be based on merit, skills and business needs.

In FY2026, the Group recorded an employee turnover rate of 4%, a significant decrease from 15% in FY2025. This is aligned with the Group's strategic target of maintaining employee turnover at a sustainable level. The lower turnover rate reflects the Group's continued efforts to retain talent and foster a stable, supportive and engaging work environment for its employees.

The Group is committed to fostering a diverse and inclusive workforce. The diversity of its employees in terms of gender, age, and nationality across various levels and functions is presented below.

TRAINING AND CAREER DEVELOPMENT

GRI 3-3, 404-1, 404-2, 404-3

Diversity of employees by level

Gender[3]	Senior management		Middle management		Staff	
	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025
Male	100%	85%	76%	80%	63%	65%
Female	-	15%	24%	20%	37%	35%

Age[3]	Senior management		Middle management		Staff	
	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025
<30 years old	-	-	-	-	28%	22%
30-50 years old	25%	23%	29%	30%	45%	51%
>50 years old	75%	77%	71%	70%	27%	27%

Nationality[3]	Senior management		Middle management		Staff	
	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025
Singaporean	88%	92%	70%	60%	46%	53%
Chinese	-	-	6%	-	7%	8%
Filipino	-	-	-	-	2%	2%
Sri Lankan	-	-	-	-	2%	-
Indian	-	-	6%	10%	4%	4%
Malaysian	12%	8%	18%	30%	39%	33%

Diversity of employees by function

Gender	Administrative Staff		Production Staff		Technical Staff	
	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025
Male	40%	38%	77%	86%	70%	72%
Female	60%	62%	23%	14%	30%	28%

Age	Administrative Staff		Production Staff		Technical Staff	
	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025
<30 years old	-	-	23%	19%	23%	22%
30-50 years old	40%	31%	42%	43%	41%	51%
>50 years old	60%	69%	35%	38%	36%	27%

Nationality	Administrative Staff		Production Staff		Technical Staff	
	FY2026	FY2025	FY2026	FY2025	FY2026	FY2025
Singaporean	70%	77%	38%	43%	64%	65%
Chinese	-	-	8%	10%	5%	5%
Filipino	-	-	-	-	2%	3%
Sri Lankan	-	-	-	-	2%	-
Indian	-	-	4%	5%	5%	5%
Malaysian	30%	23%	50%	42%	22%	22%

3 The FY2026 employee diversity by level data for senior management by gender has been prepared based on the new HR grading system. As the FY2025 data was prepared using the previous HR grading system, the figures are not directly comparable.

SOCIAL FACTORS

GRI 2-23

TRAINING AND CAREER DEVELOPMENT (CONTINUED)

GRI 3-3, 404-1, 404-2, 404-3

Addvalue firmly believes that its people are its greatest assets. To adapt to the rapid changes in the environment and navigate the waves of technological advancements smoothly, it is crucial to ensure that employees stay abreast of technology trends and are well-equipped with the necessary skills and knowledge. To ensure continuous skill development, the Group offers extensive in-house training on product and technology proficiency, while also sponsoring relevant employees to attend external courses for further professional growth.

The professional courses encompass a broad spectrum of skills, including technical expertise such as design technologies and aviation product design, as well as business skills such as corporate branding and strategic training. Trainees are encouraged to conduct sharing sessions with their team members to disseminate the knowledge and insights gained, thereby boosting productivity and performance at both individual and organisational levels.

Addvalue places a strong emphasis on in-house training for newer employees, focusing on product knowledge and on-the-job training. Internal training sessions include, but are not limited to, Printed Circuit Boards Assembly ("**PCBA**") Process, Box Build, and Process Flows. Overall, more training sessions have been provided to all employees across the Group, with a particular emphasis on skill-based training for Production and Technical staff. This approach aims to enhance their competency and capability, improve work efficiency, and ensure the high quality of its products.

By fostering a culture of continuous learning and development, Addvalue ensures that its workforce remains innovative, competent, and capable of meeting the evolving demands of the industry. This commitment to employee development not only supports individual growth but also drives the overall success and competitiveness of the Group.

Moreover, as part of the Group's ongoing efforts to enhance the knowledge of its directors on sustainability reporting and to meet the requirements of listing rule 720(7) of SGX-ST, the Group confirms that all Directors have completed the approved sustainability training course, ESG Essentials, offered by the Singapore Institute of Directors.

In FY2026, Addvalue recorded an average of 40 training hours per employee, compared to 64 hours in FY2025. Although the average training hours decreased year-on-year, the Group continued to exceed its annual target of 20 training hours per employee. Looking ahead, Addvalue aims to maintain an average of at least 20 training hours per employee annually over the short and long term, reflecting its continued commitment to workforce upskilling, capability development and professional growth. All training programmes are structured in accordance with ISO standards, ensuring a high level of quality, consistency, and relevance. A detailed breakdown of average training hours by employee category is provided below.

AVERAGE TRAINING HOURS BY GENDER

	MALE	FEMALE
2026	49 Hours	48 Hours
2025	80.30 Hours	24.90 Hours

AVERAGE TRAINING HOURS BY EMPLOYEE LEVEL

	SENIOR MANAGEMENT	MIDDLE MANAGEMENT	STAFF
2026	5.13 Hours	9.71 Hours	66.91 Hours
2025	12.80 Hours	63.90 Hours	76.80 Hours

AVERAGE TRAINING HOURS BY EMPLOYEE FUNCTION

	ADMINISTRATIVE	PRODUCTION	TECHNICAL
2026	28.10 Hours	72.77 Hours	39.56 Hours
2025	68.70 Hours	40.60 Hours	74.50 Hours

TRAINING AND CAREER DEVELOPMENT (CONTINUED)

GRI 3-3, 404-1, 404-2, 404-3

The Group also conducts regular performance reviews to recognise employees' achievements, assess their training needs, and set personal targets for the next review period. This strategy is designed to maximise their potential and foster continuous personal development. By aligning individual goals with organisational objectives, Addvalue enhances employee satisfaction, which, in turn, drives improved organisational performance. In FY2026, all employees received their annual performance and career development reviews (FY2025: 100%). These reviews are a cornerstone of the Group's commitment to fostering employee growth.

The Group is dedicated to continuing this practice in the future, reaffirming its commitment to regular career development reviews for all employees. This ongoing process not only facilitates personal development but also bolsters the overall performance and success of the Group.

SUPPLIER SOCIAL ASSESSMENT

GRI 3-3, 414-1, 414-2

As a responsible and forward-looking business, the Group embeds sustainable and socially responsible practices into its supply chain management. It is dedicated to delivering products and services that respect human rights, protect the environment, and promote safe and equitable conditions across the supply chain. Therefore, social considerations are integral to the supplier selection process.

In FY2026, 100% of new suppliers were screened using the Group's social criteria. This screening process enables the Group to identify and manage potential negative social impacts at an early stage of the procurement process.

In addition, Addvalue conducted a supplier social assessment covering 35 suppliers during the year. All 35 suppliers, representing 100% of suppliers assessed, successfully met the Group's social criteria, compared to 100% in FY2025. The improvement reflects the Group's continued efforts to strengthen responsible procurement practices and engage suppliers that uphold acceptable social standards.

Suppliers who passed the assessment demonstrated strong commitments to ethical labour practices. These include providing a safe and healthy work environment, offering training and career development opportunities, supporting work-life balance, prohibiting child labour, and ensuring compliance with all applicable labour laws.

PRODUCT RESPONSIBILITY

GRI 3-3, 416-1, 416-2

The Group's vision is to be widely recognised as a world-leading player in the global mobile satellite service ("**MSS**") sector of the satellite communications industry. While the Group has successfully adopted new technological advancements for product development, it is also intensifying its efforts to ensure product safety and reliability. During the Design and Development Phase, Addvalue's experienced engineers develop and maintain comprehensive test plans based on specific product requirements. These tests include Regulatory Compliance and Product Reliability assessments. The resulting test reports are reviewed by the design team to address any issues before proceeding to mass production and commercialisation.

With these test plans in place, the Group aims to verify and evaluate the performance, stability, functionality, and reliability of its products and services. Addvalue's products are certified for compliance with relevant industrial and regulatory standards. The health and safety of its customers, along with their overall experience, are of utmost importance to Addvalue. The Group's products and services undergo regular assessments to ensure they meet Regulatory Compliance and Country Type Approval requirements. This may include certifications such as CE, FCC, IC, and Safety (IEC 60950) regulations. The Group's engineers conduct regular reliability and quality inspections to identify areas for continuous improvement.

This year, there have been no incidents of non-compliance with any regulations or voluntary codes pertaining to the health and safety impacts of its products (FY2025: Nil).

SOCIAL FACTORS

GRI 2-23

SOCIAL FACTORS TARGETS AND PERFORMANCE

The summary below details the Social Factors Targets and Performance for FY2026 and outlines the FY2027 and perpetual targets.

FY2026 Targets	FY2026 Performance	FY2027 and Perpetual Targets
To achieve gender diversity of male-to-female ratio of 65:35.	Achieved gender diversity of male-to-female ratio of 69:31. There was a slight deviation from the male-to-female ratio target; nevertheless, the Group remains steadfastly committed to achieving its goal in the upcoming year.	To achieve gender diversity male to female ratio of 65:35.
Achieve an average of 20 training hours per year for each employee.	Achieved an average of 40 training hours per year for each employee.	To achieve an average of 20 training hours per year for each employee.
Maintain regular performance reviews and achieve 100% participation rate for all eligible employees.	Maintained regular performance reviews and achieved 100% participation rate for all eligible employees.	To maintain regular performance reviews and achieve 100% participation rate for all eligible employees.
Screen 100% of new suppliers using the social criteria.	Achieved 100% of screening for all suppliers using the social criteria.	To screen 100% of new suppliers using social criteria.
Achieve a minimum compliance rate of 90% for suppliers passing the social assessment.	100% of suppliers successfully passed the social assessment.	To achieve a minimum compliance rate of 90% for suppliers passing the social assessment.
Achieve no incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period.	Achieved no incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period.	To achieve no incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period.

CLIMATE-RELATED DISCLOSURES

The Group is progressively enhancing its climate-related disclosures in preparation for alignment with the climate-related requirement IFRS2:

Key Area	Addvalue's Approach
Governance	The Board oversees the management and monitoring of the Sustainability Factors and considers climate-related issues in determining the Group's strategic directions and policies. The Group's sustainability strategy is developed and directed by the Task Force in consultation with the ARC and the Board. The responsibilities of the Task Force include considering climate-related issues in the development of sustainability strategy, target setting, as well as collection, monitoring and reporting of performance data.
Strategy	The Group is in the process of identifying the actual and potential impacts of climate-related risks and opportunities on the business, strategy, and financial planning.
Risk Management	The Group is in the process of assessing the climate-related risk and opportunities, which will subsequently be included in the enterprise risk management framework.
Metrics and Targets	As of FY2026, the Group has commenced reporting its Scope 1 and Scope 2 GHG emissions. This marks an important step in strengthening the Group's climate-related disclosures and enhancing its understanding of its emissions profile. To prepare for upcoming regulatory requirements and support more transparent climate-related reporting, Addvalue is actively working to identify, evaluate and establish systems to track and measure its emissions more accurately. As FY2026 represents the Group's first year of GHG emissions reporting, the Group has not set quantitative emissions reduction targets for the reporting year. The Group remains committed to strengthening its climate-related metrics and targets over time as its emissions data collection and monitoring processes mature.

SGX-ST PRIMARY COMPONENTS INDEX

S/N	Primary Component	Section Reference
1	Material ESG Factors	The Group's Sustainability Approach and Strategy
2	Climate-related Disclosures	Task Force on Climate-related Financial Disclosures
3	Policies, Practices and Performance	• Sustainability Board's Statement • Governance and Ethics Factors • Economic Factors • Environmental Factors • Social Factors
4	Targets	• Governance and Ethics Factors • Economic Factors • Environmental Factors • Social Factors
5	Sustainability Reporting Framework	About This Report
6	Board Statement and Governance Structure	• Governance and Ethics Factors • Corporate Governance Report in AR FY2026 Page 50 to 74

GRI CONTENT INDEX

Statement of use: Addvalue Technologies Ltd has reported the information cited in the GRI content index for the period from 1 April 2025 to 31 March 2026 with reference to the GRI Standards

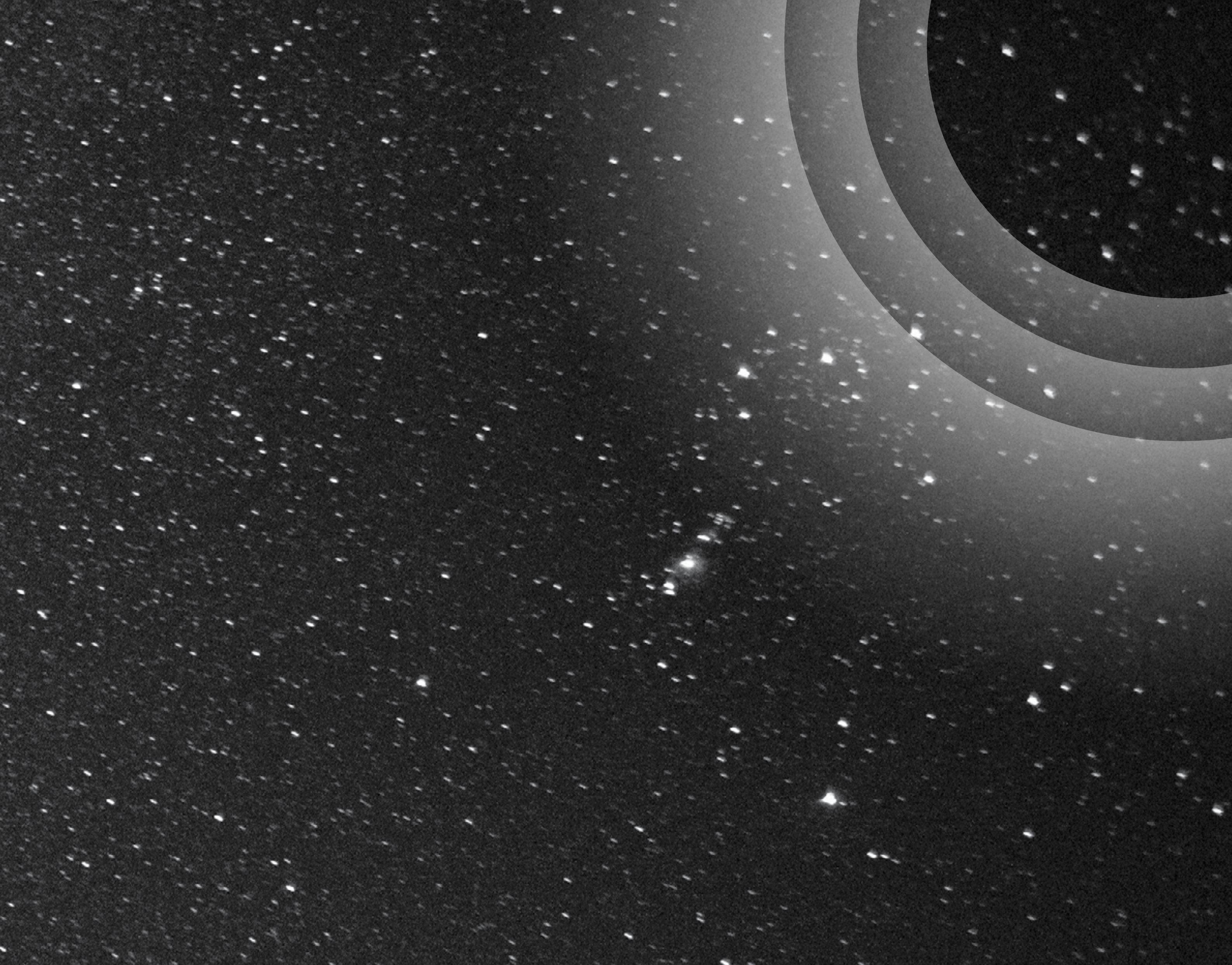
GRI 1 used: GRI 1: Foundation 2021

Disclosure Number	Disclosure Title	Comments	Page References	Section References
GRI 2: General Disclosure 2021				
2-1	Organisational details	-	21	About This Report
2-2	Entities included in the organisation's sustainability reporting	-	22 50-74	• About This Report • AR FY2026
2-3	Reporting period, frequency and contact point	Annual	22	About This Report
2-5	External assurance	No external assurance	22	About This Report
2-6	Activities, value chain and other business relationships	-	23 50-74	• About This Report • AR FY2026
2-7	Employees	-	38-40	Social Factors
2-9	Governance structure and composition	-	30-33 50-74	• Governance and Ethics • Corporate Governance Report in AR FY2026
2-10	Nomination and selection of the highest governance body	-	50-74	Corporate Governance Report in AR FY2026
2-11	Chair of the highest governance body	-	50-74	Corporate Governance Report in AR FY2026
2-12	Role of the highest governance body in overseeing the management of impacts	-	31 50-74	• Governance and Ethics Factors • Corporate Governance Report in AR FY2026
2-13	Delegation of responsibility for managing impacts	-	31 50-74	• Governance and Ethics Factors • Corporate Governance Report in AR FY2026
2-14	Role of the highest governance body in sustainability reporting	-	31 50-74	• Governance and Ethics Factors • Corporate Governance Report in AR FY2026
2-15	Conflicts of interest	-	32-33	Governance and Ethics Factors
2-16	Communication of critical concerns	-	30-33	Governance and Ethics Factors
2-17	Collective knowledge of the highest governance body	-	50-74	Corporate Governance Report in AR FY2026
2-18	Evaluation of the performance of the highest governance body	-	50-74	Corporate Governance Report in AR FY2026
2-19	Remuneration policies	-	50-74	Corporate Governance Report in AR FY2026

Disclosure Number	Disclosure Title	Comments	Page References	Section References
2-20	Process to determine remuneration	-	50-74	Corporate Governance Report in AR FY2026
2-21	Annual total compensation ratio	-	50-74	Corporate Governance Report in AR FY2026
2-22	Statement on sustainable development strategy	-	20 24-25	• Sustainability Board's Statement • The Group's Sustainability Approach and Strategy
2-23	Policy commitments	-	30-44 50-74	• Governance and Ethics Factors • Economic Factors • Environment Factors • Social Factors • Corporate Governance Report in AR FY2026
2-24	Embedding policy commitments	-	30-37 50-74	• Governance and Ethics Factors • Economic Factors • Environment Factors • Social Factors • Corporate Governance Report in AR FY2026
2-25	Processes to remediate negative impacts	-	35-37	Environment Factors
2-26	Mechanisms for seeking advice and raising concerns	-	31	Governance and Ethics Factors
2-29	Approach to stakeholder engagement	-	26	The Group's Sustainability Approach and Strategy
GRI 3: Material Topics 2021				
3-1	Process to determine material topics	-	27-29	The Group's Sustainability Approach and Strategy
3-2	List of material topics	-	28-29	The Group's Sustainability Approach and Strategy
3-3	Management of material topics	-	32-43	• Governance and Ethics Factors • Economic Factors • Environment Factors • Social Factors
GRI 205: Anti-corruption				
3-3	Management of material topics	-	32-33	Governance and Ethics Factors
205-1	Operations assessed for risks related to corruption	-	32-33	Governance and Ethics Factors
205-2	Communication and training about anti-corruption policies and procedures	-	32-33	Governance and Ethics Factors
205-3	Confirmed incidents of corruption and actions taken	-	32-33	Governance and Ethics Factors

GRI CONTENT INDEX

Disclosure Number	Disclosure Title	Comments	Page References	Section References
GRI 201: Economic Performance				
3-3	Management of material topics	-	34	Economic Factors
201-1	Direct Economic Value Generated and Distributed	-	34	Economic Factors
GRI 305: Protecting the environment				
3-3	Management of material topics	-	35	Environmental Factors
305-1	Direct (Scope 1) GHG emissions	-	35	Environmental Factors
305-2	Energy Indirect (Scope 2) GHG emissions	-	35	Environmental Factors
GRI 308: Supplier environmental assessment				
3-3	Management of material topics	-	36-37	Environmental Factors
308-1	New suppliers that were screened using environmental criteria	-	36-37	Environmental Factors
308-2	Negative environmental impacts in the supply chain and actions taken	-	36-37	Environmental Factors
GRI 404: Training and education				
3-3	Management of material topics	-	41-43	Social Factors
404-1	Average hours of training per year per employee	-	41-43	Social Factors
404-2	Programs for upgrading employee skills and transition assistance programs		41-43	Social Factors
404-3	Percentage of employees receiving regular performance and career development reviews	-	41-43	Social Factors
GRI 405: Diversity and equal opportunity				
3-3	Management of material topics	-	38-40	Social Factors
405-1	Diversity of governance bodies and employees	-	38-40	Social Factors
GRI 414: Supplier social assessment				
3-3	Management of material topics	-	43	Social Factors
414-1	New suppliers that were screened using social criteria	-	43	Social Factors
414-2	Negative social impacts in the supply chain and actions taken	-	43	Social Factors
GRI 416: Customer health and safety				
3-3	Management of material topics	-	43	Social Factors
416-1	Assessment of the health and safety impacts of product and service categories	-	43	Social Factors
416-2	Incidents of non-compliance concerning the health and safety impacts of products and service	-	43	Social Factors



CONTENTS

50 Corporate Governance Report

75 Directors' Statement

79 Independent Auditors' Report

84 Consolidated Statement of Profit or Loss and Other Comprehensive Income

85 Statements of Financial Position

86 Consolidated Statement of Changes In Equity

87 Consolidated Statement of Cash Flows

89 Notes to The Financial Statements

162 Statistics of Shareholdings

CORPORATE GOVERNANCE REPORT

The Board of Directors (the "**Board**") of the Addvalue Technologies Ltd (the "**Company**") is committed to ensure that high standards of corporate governance and transparency are practiced for the protection of the interests of the shareholders of the Company (the "**Shareholders**").

This report sets out the Company's corporate governance practices for the financial year ended 31 March 2026. It outlines the Company's corporate governance processes with specific reference to the Code of Corporate Governance 2018 (the "**Code**") issued by the Monetary Authority of Singapore on 6 August 2018. The Board is pleased to inform that the Company is substantially in compliance with the principles and provisions of the Code. In areas where the Company deviates from the Code, the rationale is provided.

BOARD MATTERS

BOARD'S CONDUCT OF ITS AFFAIRS

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

The Directors of the Company are:

Mr Richard J Denny	Chairman and Independent Director
Mr Tan Khai Pang	Executive Director and Chief Executive Officer ("**CEO**")
Mr Kelvin Chow Chung Yip	Non-Executive and Independent Director
Ms Gwendolyn Gn Jong Yuh	Non-Executive and Independent Director

Cessation of Director:
Mr Paul C Burke was a Director of the Company during FY2026 and continued in office thereafter until his passing on 19 June 2026.

PROVISION 1.1
BOARD'S ROLE

All Directors recognise and will objectively discharge their duties and responsibilities at all times as fiduciaries in the interest of the Company. The Board puts in place a code of conduct and ethics, sets an appropriate tone-from-the-top and desired organisational culture, and ensures proper accountability within the Company. Directors facing conflicts of interest recuse themselves from discussions and decisions involving the issues of conflict.

During FY2026, the Board, comprising one executive Director ("**Executive Director**"), three non-executive and independent Directors (collectively, the "**Independent Directors**", and each an "**Independent Director**") and one non-executive and non-independent Director (an "**Non-Executive Director**"), is responsible for protecting and enhancing long-term value of the Shareholders. It provides directions and guidance to the overall management (the "**Management**") of the Company and its subsidiaries (the "**Group**").

The primary role of the Board includes the following:

- Steering, setting and approving policies and strategic objectives of the Group
- Ensuring that the necessary resources are in place for the Group to meet its strategic objectives
- Reviewing and approving the financial performance of the Group, including its half and full year financial results' announcements
- Ensuring that the Management maintains a sound system of risk management and internal controls to safeguard Shareholders' interests and the Group's assets; to achieve an appropriate balance between risks and company performance; and to ensure transparency and accountability to key stakeholder groups
- Instilling an ethical corporate culture and ensuring that the values, standards, policies and practices of the Group are consistent with its culture

PROVISION 1.2
DIRECTORS' DUTIES AND RESPONSIBILITIES

The Directors understand the Company's business as well as their directorship duties (including their roles as executive, non-executive and independent directors). The Board exercises due diligence and independent judgement in dealing with the business affairs of the Group.

The Company has in place a process of induction, training and development for both new and existing Directors.

Newly appointed Directors will be given an orientation program to familiarize themselves with the Group's operation. The experience and competency of each Director contribute to the overall effective management of the Group. Incoming Directors joining the Board will be given briefing by the Management, the CEO and, where appropriate, the Company's legal advisers, on their duties and obligations as director, and on the Group's organization structure, business and governance practice and arrangements, including the Company's policies relating to the disclosure of interests in securities, disclosure of conflicts of interest in transactions involving the Company, prohibition on dealings in the Company's securities and restrictions on the disclosure of price-sensitive and trade-sensitive information.

During the financial year reported on, the Directors had received updates on regulatory changes to the listing rules of the SGX-ST (the "**Listing Rules**"), the accounting standards and the Code. The Chairman updated the Board at each Board meeting on business and strategic developments and also highlights the salient issues as well as the risk management considerations for the Group. The Directors were also updated by the external auditor and/or the Company Secretary during Board meetings and by circulations the changes and development in accounting standards and/or regulatory changes to the Listing Rules and the Code. Information on training programmes, courses, conferences, seminars and workshops relevant to their discharge of director's duties were circulated to the Directors on a regular basis, of which some were attended or participated by the Directors during the year.

CORPORATE GOVERNANCE REPORT

PROVISION 1.3
MATTERS REQUIRING BOARD APPROVAL

The Board has adopted internal guidelines governing matters reserved for the Board's approval, which include the following:

- Review the performance of the Group, including approval of the results announcements and annual budget of the Group
- 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 or an interested person
- Material acquisition and/or disposal
- Corporate or financial restructuring
- Declaration of dividends and other returns to Shareholders
- Appointment of new Directors and re-appointment of Directors

PROVISION 1.4
DELEGATION OF AUTHORITY TO BOARD COMMITTEES

To facilitate effective management, certain roles have been delegated to various Board members by the establishment of the following Board Committees, made up of Independent Directors or a majority of Independent Directors, providing further safeguards to prevent an uneven concentration of power, authority and decision in a single individual:

1. Audit and Risk Committee ("**ARC**")

2. Nominating and Remuneration Committee ("**NRC**")

These committees (collectively the "**Committees**", and each a "**Committee**") function within clearly defined terms of reference which are reviewed on a regular basis.

The effectiveness of each Committee is also closely monitored. The names of the Committee members, the terms of reference, any delegation of the Board's authority to make decisions and each Committee's activities, are disclosed in this report under Principles 4 to 10 thereof.

EXECUTIVE COMMITTEE (" **EXCO**")

Mr Chua Chwee Koh resigned from office as Non-Independent Director effective 26 October 2025 and ceased to be Chairman of the Board Exco and as a member of the ARC effective from 14 October 2025. The Board Exco as a Board Committee was dissolved on 14 October 2025. In its place the Exco was constituted effective from 14 October 2025 chaired by Mr Tan Khai Pang, Executive Director and Chief Executive Officer ("**CEO**") and comprises management staff, namely, Mr Wong Tat Yang, the Chief Financial Officer ("**CFO**"), Mr Richard Lau Cheok Joo, the Chief Commercial Officer ("**CCO**") and Mr Francis Low Boon Leng, the Chief Technology Officer ("**CTO**"). The Exco oversees the management of the business and affairs of the Group.

CORPORATE GOVERNANCE REPORT

The Board and the various committees, as at the date of this report, comprise the following members:

Name of Director	Board membership	ARC	NRC
Mr Richard J Denny[3]	Chairman and Independent Director	Member	Member
Mr Tan Khai Pang[5]	Executive Director and CEO	–	–
Mr Kelvin Chow Chung Yip[1]	Independent Director	Chairman	Member
Ms Gwendolyn Gn Jong Yuh[2]	Independent Director	Member	Chairman

1 Mr Kelvin Chow Chung Yip was appointed as an Independent Director effective from 14 October 2025. Mr Chow assumed the appointment as member of ARC and NRC on the same date. Upon Ms Goh Liang Choo cessation, Mr Chow assumed the appointment as Chairman of ARC

2 Mr Gwendolyn Gn Jong Yuh was appointed as an Independent Director effective from 14 October 2025. Ms Gn assumed the appointment as Chairman of NRC and member of ARC on the same date.

3 Mr Richard J Denny ceases as Chairman but remain as member of NRC with effect from 14 October 2025

PROVISION 1.5
MEETINGS OF BOARD AND BOARD COMMITTEES

The Board meets regularly, formally or otherwise, and as warranted by particular circumstances or as deemed appropriate by the Board members. Attendance via audio or audio-visual equipment is permitted under Regulation 110(4) of the Company's Constitution. To assist the Board in fulfilling its responsibilities, the Board will be provided with management reports and papers containing adequate, relevant and timely information to support the decision-making process. The Board ensures that the Director, with other listed board representations, if any, gives sufficient time and attention to the affairs of the Group.

During the financial year reported on, the Company convened 6 Board meetings, 4 ARC meetings and 4 NRC meetings.

Besides formal meetings, Board members also met at informal meetings or via teleconferencing or communicate via emails to discuss specific issues related to the Company's development.

While the Board considers Directors' attendance at Board meetings to be important, it does not consider that to be the only criterion to measure their contributions. Other than participating in these meetings, Board members also rendered guidance and advice on various matters relating to the Group and convened discussions when needed. The Board ensures that Directors give sufficient time and attention to the affairs of the Group.

The Directors' attendance at the above-mentioned meetings are detailed as follows:

Director	Board	ARC	NRC	Board Exco
Number of meetings held	6	4	4	8
Name of Directors		**Number of meetings attended**		
Mr Richard J Denny[4]	6	4	4	N/A
Mr Tan Khai Pang[5]	6	4	4	8
Mr Kelvin Chow Chung Yip[1]	2	2	2	N/A
Ms Gwendolyn Gn Jong Yuh[2]	2	2	2	N/A
Mr Paul C Burke[3]	6	N/A	2	N/A
Ms Goh Liang Choo[6]	4	3	1	N/A
Mr Chua Chwee Koh[5]	4	2	N/A	8

1 Mr Kelvin Chow Chung Yip was appointed as an Independent Director effective from 14 October 2025. Mr Chow assumed the appointment as member of ARC and NRC on the same date. Upon Ms Goh cessation, Mr Chow assumed the appointment as Chairman of ARC.

2 Mr Gwendolyn Gn Jong Yuh was appointed as an Independent Director effective from 14 October 2025. Ms Gn assumed the appointment as Chairman of NRC and member of ARC on the same date.

3 Mr Paul C Burke ceased as member of the NRC with effect from 14 October 2025. He ceased to be a Director upon his demise on 19 June 2026.

4 Mr Richard J Denny ceased as Chairman but remains as member of NRC with effect from 14 October 2025.

5 Mr Chua Chwee Koh resigned from office as Non-Independent Director effective 26 October 2025, and ceased to be Chairman of the Board Exco and as a member of the ARC with effect from 14 October 2025. With his cessation, the Board Committee was dissolved on 14 October 2025 and the Exco was reconstituted on the same day with Mr Tan Khai Pang as the Chairman of the Exco.

6 Ms Goh Liang Choo ceased as a member of the NRC with effect from 14 October 2025 and resigned from the position of Independent Director, and ceased to be Chairman of the ARC effective 11 November 2025.

N/A Not applicable, as the Directors are non-members of the Board committees during FY2026.

PROVISION 1.6
BOARD'S ACCESS TO INFORMATION

The Management of the Company provides the Board with balanced and understandable accounts of the Group's performance, financial position and business prospects on a regular basis. They also specify major issues that are relevant to the Group's performance. Periodic financial summary reports, budgets, forecasts and other disclosure documents are provided to the Board, where appropriate, prior to Board meetings.

PROVISION 1.7
BOARD'S ACCESS TO MANAGEMENT, COMPANY SECRETARY AND EXTERNAL ADVISERS

The Board has separate and independent access to the Company Secretary and the Management. The Company Secretary and/or its representative are present at all formal Board meetings to respond to the queries of any Director and to assist in ensuring that board procedures and applicable rules and regulations are followed. The appointment and removal of the Company Secretary is subject to the approval of the Board.

Where decisions to be taken by the Board require specialised knowledge or expert opinion, the Board has adopted a policy to seek independent professional advice, in order for the Directors to effectively discharge their duties and responsibilities. The costs of such advice would be borne by the Company.

CORPORATE GOVERNANCE REPORT

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.

PROVISION 2.1
INDEPENDENT ELEMENT ON THE BOARD

During the financial year reported on, the Board comprises five members, three of whom, namely Mr Richard J Denny, Mr Kelvin Chow Chung Yip and Ms Gwendolyn Gn Jong Yuh are Independent Directors. The remaining two Board members comprised Mr Paul C Burke, Non-Executive director and one Executive Director who holds the appointment of CEO. The current Board excludes Mr Paul C Burke upon his passing on 19 June 2026.

The criterion for independence is based on the definition given in the Code and in the Listing Rules. The Code has defined an "independent" director as one who is independent in conduct, character and judgement and has no relationship with the company, its related corporations, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the director's independent business judgement with a view to the best interests of the company. Under the Listing Rules, an independent director is not one who is or has been employed by the company or any of its related corporations for the current or any of the past three financial years; or not one who has an immediate family member who is, or has been in any of the past three financial years, employed by the company or any of its related corporations and whose remuneration is determined by the remuneration committee.

All the Independent Directors of the Company have confirmed their independence and that they do not have any 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 their independent judgement pursuant to the Listing Rules. None of the independent Directors have served on Board for more than nine years from the date of their respective appointments.

PROVISIONS 2.2 AND 2.3
COMPOSITION OF INDEPENDENT DIRECTORS AND NON-EXECUTIVE DIRECTORS ON THE BOARD

Under Rule 210(5)(c) of the Listing Rules, the Board must have at least two Non-Executive Directors who are independent that should make up at least one-third of the board. The current composition of our Board complies with the Listing Rules.

The Chairman is an Independent Director and the requirement under Provision 2.2 of the Code, for the independent directors to make up a majority of the board where the chairman is not independent does not apply.

The Non-Executive Directors should make up a majority of the board in compliance with Provision 2.3 of the Code.

The Board comprises three Independent Directors, and one Executive Director. The composition provides a good balance of authority and power within the Board. In addition, each of the NRC, and ARC, which assists the Board in its functions, is chaired by an Independent Director and with a majority being Independent Directors. The Board is of the view that there is a strong independence element within the Board which is consistent with Principle 2 of the Code.

PROVISION 2.4
BOARD SIZE AND DIVERSITY

The composition of the Board is reviewed on an annual basis by the NRC. The NRC is of the opinion that the current size of the Board is adequate, taking into account the nature and scope of the Group's operations.

The Board has in place a Board Diversity Policy to ensure that the Board has an appropriate level of diversity of thoughts and backgrounds to enable wider perspectives which encourage more effective discussions, better decision-making and governance of the Company and its businesses. The Board members collectively have the necessary skills and competencies, covering business and management experience, industry knowledge and strategic planning skills, for the effective functioning of the Board and informed decision-making.

Annually the NRC reviews and assesses the Board composition, and recommends the appointment of new directors, where applicable. For new and continuing appointments, the NRC will consider factors such as skills, experience, age, gender, educational and professional background, tenure of service and other relevant personal attributes that are important and needed to support good decision making at the Board level. As gender is an important aspect of diversity, the NRC will strive to ensure that the search for candidates for Board appointments will include female candidates that meet the set requirements for a new candidate, if the opportunity arises.

The NRC with the Board's concurrence has set the following targets to enhance Board diversity:

Skills and experience diversity

For skill, experience and industry expertise diversity, the Board's target to have a mix of core competencies as set out above with a minimum of one (1) Director with the necessary skill, experience and industry expertise knowledge and one (1) Director with accounting and finance related knowledge. Currently it has met its skill diversity target with the current Directors. The skill and experience diversity target was met in FY2026.

The current Board composition meets its skill diversity as follows:

Core competencies	Directors	No. of Directors	Percentage of Board
Accounting and/or Finance	Mr Kelvin Chow Chung Yip	1	20%
Business Management	All Board of Directors	4	100%
Audit, Risk and/ or Governance	All Board of Directors	4	100%
Legal and Compliance	Ms Gwendolyn Gn Jong Yuh	1	20%
Relevant industry knowledge or experience space and satellite sector	Mr Tan Khai Pang Mr Richard J Denny	2	40%
Entrepreneurship	Mr Tan Khai Pang Mr Kelvin Chow Chung Yip	2	40%

CORPORATE GOVERNANCE REPORT

Mr Tan Khai Pang, one of the co-founders of the Company, has more than 30 years of experience in the business. Mr Richard J Denny, with over 40 years of experience in the space and satellite sector, held a range of positions spanning across the technical and operational functions of Inmarsat plc ("**Inmarsat**") and was responsible for Inmarsat's fleet of satellites, network operations activities, satellite gateways, spectrum regulatory and spectrum management activities as well as satellite navigation services. Mr Kelvin Chow Chung Yip brings approximately 30 years of experience in real estate investment, fund management and financial leadership, and has held senior management roles across listed REITs and private real estate platforms in Asia, including as Chief Executive Officer of Lendlease Global Commercial Trust Management Pte. Ltd., Managing Director of Investment Management Asia at Lendlease, and Chief Financial Officer of Keppel REIT Management Limited. He is a Chartered Certified Accountant, a Fellow of ACCA and holds a Master of Business Administration. Ms Gwendolyn Gn Jong Yuh is an Equity Partner of Shook Lin & Bok LLP with more than 20 years of experience as a corporate lawyer specialising in corporate finance, capital markets, mergers and acquisitions, corporate structuring, corporate governance, regulatory and compliance matters across Singapore and the region. She holds an LLB (Hons) from the National University of Singapore and was admitted as an Advocate and Solicitor of Singapore in 1995.

The Company is of the view that the current Board, as a whole, provides core competencies necessary to meet the Group's requirements, taking into account the nature and scope of the Group's operations; in particular Mr Denny with his background and experience, bring with him wide perspectives which encourage more effective discussions and better decision-making, while Mr Chow contributes strong financial management, investment management and governance expertise, and Ms Gn contributes deep legal, corporate finance, capital markets and corporate governance expertise, further evidenced by her recent involvement in significant cross-border and capital markets transactions, including acting as Singapore counsel on NASDAQ IPOs and other international listing and fundraising matters.

GENDER DIVERSITY

The current Board comprises three (3) male directors and one (1) female director. The Board has set target to have at least one (1) female director. Currently it has met its gender diversity target.

The details of the Directors' background and experience are set out in the "Board of Directors" section of this Annual Report.

PROVISION 2.5
ROLE OF NON-EXECUTIVE DIRECTORS

During the financial year reported on, the Non-Executive Directors constructively challenge and help develop both the Group's short-term and long-term business strategies. Management's progress and performance in implementing such agreed business strategies are monitored by the Non-Executive Directors. The Non-Executive Directors communicate among themselves without the presence of the Management as and when the need arises. The Non-Executive Directors provides feedback to the Chairman or 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.

PROVISIONS 3.1 AND 3.2
SEPARATE ROLES OF CHAIRMAN AND CEO

The Chairman and the Chief Executive Officer ("**CEO**") of the Company are separate persons. Mr. Richard J Denny is the Independent Director and Chairman while Mr. Tan Khai Pang is the CEO. This ensures that there is an appropriate balance of power between the Chairman of the Board and the CEO, thereby allowing increased accountability and greater capacity of the Board for independent decision making.

As Chairman, Mr Richard J Denny's responsibilities include:

- leading the Board in its role;
- scheduling meetings (with assistance from the Company Secretary) to enable the Board to perform its duties responsibly while not interfering with the flow of the Group's operations;
- preparing meeting agenda;
- reviewing all if not most Board papers before they are presented to the Board;
- ensuring effective communication with Shareholders;
- promoting corporate governance; and
- adherence to the Listing Rules and other regulatory requirements.

Mr. Richard J Denny, the Independent Director and Chairman, is consulted on the business of the Board and the Board Committees. Whereas Mr Tan Khai Pang as the CEO of the Company is responsible for setting the business strategies and directions for the Group and manages the business operations of the Group. He is assisted by an experienced and qualified team of executive officers of the Company.

The CEO consults with the Board and Board Committees on major issues. There are constant communications among Board members, and no Director represents a considerable concentration of power as any key decision will require the approval from all Directors prior to implementation.

With the positions of Chairman and the CEO filled by different persons, there is a clear separation of roles and responsibilities between the Chairman and the CEO. The Chairman and the CEO are not related.

PROVISION 3.3
LEAD INDEPENDENT DIRECTOR

The Company does not have a lead Independent Director as (i) the Chairman is independent and (ii) the Chairman and the CEO of the Company are separate persons. The Chairman is available to Shareholders where they have concerns and for which contact through the normal channels of communication with the Chairman or Management are inappropriate or inadequate.

CORPORATE GOVERNANCE REPORT

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 Nominating Committee and Remuneration Committee was merged into a single Nominating and Remuneration Committee ("**NRC**") in November 2023, which aimed to improve its efficiency and effectiveness in discharging its duties. The scope and responsibilities of NRC are set out in the terms of reference approved by the Board.

PROVISIONS 4.1 AND 4.2
NOMINATING AND REMUNERATION COMMITTEE

The NRC comprises three (3) Independent Directors namely:

Ms Gwendolyn Gn Jong Yuh	(Chairman/Independent Director)
Mr Kelvin Chow Chung Yip	(Member/Independent Director)
Mr Richard J Denny	(Member/Independent Director)

The role of the NRC as a nominating committee is to make recommendations to the Board on relevant matters relating to:

(a) the review of the succession plans for Directors, in particular the appointment and/or replacement of the Chairman, the CEO and key management personnel;

(b) the process and criteria for evaluation of the performance of the Board, its Board Committees and Directors, including the review of the independence of the Independent Directors;

(c) the review of training and professional development programmes for the Board and its Directors; and

(d) the appointment and re-appointment of Directors (including alternate Directors, if any).

The NRC will review Board succession plans for Directors and will seek to refresh the Board membership in an orderly manner where it deems applicable. The NRC will also ensure that the Company has succession planning for its Executive Directors and key management personnel, including the appointment, training and mentoring of successors. The NRC has reviewed contingency arrangements for any unexpected incapacity of the Executive Director or any of key management personnel and is satisfied with the procedures in place in ensuring the transition to a full operational management team.

PROVISION 4.3
PROCESS FOR THE SELECTION, APPOINTMENT AND RE-APPOINTMENT OF DIRECTORS

The Company has in place policies and procedures for the appointment of new Directors, including the description on the search and nomination process.

The composition of the Board is reviewed on an annual basis by the NRC to ensure that the Board is of the appropriate size and has the mix of expertise and experience, and collectively possess the necessary core competencies for effective functioning and informed decision-making.

Where there is a resignation or retirement of an existing Director, the NRC will re-evaluate the Board composition to assess the competencies for the replacement. The NRC will deliberate and propose to the Board the background, skills, qualification and experience of the candidate it deems appropriate. The factors taken into consideration by the NRC could include among other things, whether the new Director can add to or complement the mix of skills and qualifications in the existing Board; relevance of his or her experience and contributions to the business of the Group; and the depth and breadth he or she could bring to Board discussions. Candidates are sourced through a network of contacts and identified based on the established criteria. Search can be made through relevant institutions such as the Singapore Institute of Directors, professional organisations, business federations or external search consultants. New Directors will be appointed by way of a resolution by the Board or the Shareholders, after the NRC makes the necessary recommendation to the Board.

Regulation 104 of the Company's Constitution requires one-third of the Directors to retire at each AGM and Regulation 108 of the Company's Constitution requires any director appointed by the Board during the year to retire at the next AGM. Rule 720(5) of the Listing Rules requires all directors to submit themselves for re-nomination and re-election at least once every three years.

Mr Richard J Denny is due to retire at the forthcoming AGM pursuant to Regulation 104 of the Company's Constitution and Rule 720(5) of the Listing Rules. Mr Kelvin Chow Chung Yip and Ms Gwendolyn Gn Jong Yuh who were appointed as Non-Executive and Independent Directors on 14 October 2025 are due to retire at the forthcoming AGM pursuant to Regulation 108 of the Company's Constitution. The NRC has recommended to the Board the re-election of Mr Richard J Denny, Mr Kelvin Chow Chung Yip and Ms Gwendolyn Gn Jong Yuh at the forthcoming AGM. The Board has accepted the NRC's recommendation. Mr Richard J Denny, Mr Kelvin Chow Chung Yip and Ms Gwendolyn Gn Jong Yuh had abstained from the deliberation and decision of the NRC and Board relating to their respective re-elections.

The information on Mr Richard J Denny, Mr Kelvin Chow Chung Yip and Ms Gwendolyn Gn Jong Yuh as required in Appendix 7.4.1 of the Listing Manual of the SGX-ST is contained in the Notice of the AGM.

PROVISION 4.4
DETERMINING DIRECTORS' INDEPENDENCE

Each Independent Director completes a checklist to confirm his independence on an annual basis. The NRC has reviewed the independence of the Directors as mentioned under Provision 2.1.

PROVISION 4.5
DIRECTORS' MULTIPLE BOARD REPRESENTATIONS

The NRC ensures that new Directors are aware of their duties and obligations. Each Director signs the undertaking in the form set out in Appendix 7.7 of the Listing Manual of the SGX-ST to undertake to use their best endeavours to comply with the Listing Rules and to procure that the Company too shall so comply.

The NRC considers and it is of the view that it would not be appropriate to set a limit on the number of directorships that a Director may hold because directors have different capabilities, and the nature of the organisations in which they hold appointments and the kind of Committees on which they serve are of different complexities. Accordingly, the NRC leaves it to each Director to personally determine the demands of his or her competing directorships and obligations and assess the number of directorships they could hold and serve effectively. The Board concurs with the NRC.

Mr Richard J Denny has confirmed that he is able to devote sufficient time and attention to the affairs of the Group. He does not have any full-time executive commitments in any company and his experiences is valuable to the Board and the Board Committees. Mr Kelvin Chow Chung Yip sits on the board of two other listed companies, whereas Ms Gwendolyn Gn Jong Yuh sits on the board of four other companies and both have confirmed that they would be able to devote sufficient time and attention to the affairs of the Group.

After making all reasonable enquiries and having considered the aforementioned, nothing has come to the attention of the NRC to cause them to doubt that Mr Richard J Denny, Mr Kelvin Chow Chung Yip and Ms Gwendolyn Gn Jong Yuh would not have the ability to commit sufficient time and attention to the affairs of the Group. Mr Richard J Denny, Mr Kelvin Chow Chung Yip and Ms Gwendolyn Gn Jong Yuh had abstained from the NRC's consideration of their respective commitment to the affairs of the Group.

Details of the Directors' principal commitments and outside directorships are set out in the "Board of Directors" section of this Annual Report.

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.

PROVISIONS 5.1 AND 5.2
CONDUCT OF BOARD PERFORMANCE

The NRC has established a formal evaluation process to assess the effectiveness of individual Directors and of the Board as a whole.

Each year, the Directors are requested to complete appraisal forms to assess the overall effectiveness of the Board and the Board Committees, as well as each individual Director's contributions to the Board and the Board Committees.

The appraisal of the Board considers the Board composition, maintenance of independence, timeliness and completeness of information provided to the Board, Board process, Board accountability, communication with the Management and standard of conduct. The results of the appraisal exercise are considered by the NRC, which then makes recommendations to the Board with the aim of helping the Board to discharge its duties more effectively. The Directors are assessed on their experience in being a company director, competence and knowledge, the level and quality of involvement during the course of the year, attendance record at meetings of the Board and the Board Committees, intensity of participation at meetings, the quality of interventions and special contributions.

The Board Committees are assessed on the work they perform in accordance with their terms of reference and the objectivity and independence in their deliberations and recommendations they presented to the Board.

For FY2026, the NRC has reviewed each individual Director's performance during the appraisal exercise and the overall assessment of individual Directors and of the Board and Board Committees as a whole were good; they have been effective and have acted independently in the interest of all shareholders. The NRC has discussed the results with the Board and it is the Board's endeavour to, where appropriate, further improve and enhance its effectiveness regarding the Group's performance, financially or otherwise. The Board is also satisfied that each Director has allocated sufficient time and resources to the affairs of the Group. All NRC members have abstained from the review process in connection with the assessment of their individual performance.

The Company does not use any external professional facilitator for the assessments of the Board, Board Committees and individual Directors, and will consider the use of such facilitator as and when appropriate.

REMUNERATION MATTERS

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.

PROVISIONS 6.1 AND 6.2
NOMINATING AND REMUNERATION COMMITTEE

The NRC comprises three (3) Independent Directors namely:

Ms Gwendolyn Gn Jong Yuh	(Chairman/Independent Director)
Mr Kelvin Chow Chung Yip	(Member/Independent Director)
Mr Richard J Denny	(Member/Independent Director)

The Nominating Committee and Remuneration Committee was merged into a single Nominating and Remuneration Committee ("**NRC**") in November 2023, which aimed to improve its efficiency and effectiveness in discharging its duties. The scope and responsibilities of NRC are set out in the terms of reference approved by the Board.

The role of the NRC as a remuneration committee is to recommend to the Board a framework for remunerating the Board and key management personnel and to determine specific remuneration packages for each Executive Director as well as for the key management personnel of the Group. Each NRC member will abstain from voting on any resolution in respect of his own remuneration package.

PROVISION 6.3
REVIEW OF REMUNERATION

All aspects of remuneration, including but not limited to Directors' fees, salaries, allowances, bonuses and benefits-in-kind, will be covered by the NRC. Each NRC member will abstain from voting on any resolution in respect of his own remuneration package. The recommendations of the NRC will be submitted to the Board for endorsement.

Each of the Executive Directors and key management personnel has an employment contract with the Company which can be terminated by either party giving notice of resignation/termination. Each appointment is on an ongoing basis and no onerous or over-generous removal clauses are contained in his or her letter of employment. The Company does not have any contractual provisions in the employment contracts for the Company to reclaim incentive components of remuneration from Executive Directors and key management personnel.

PROVISION 6.4
ENGAGEMENT OF REMUNERATION CONSULTANTS

The NRC will be provided with access to expert professional advice on remuneration matters as and when necessary. The expense of such services shall be borne by the Company. For FY2026, the NRC did not engage any expert professional advice.

LEVEL AND STRUCTURE 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.

PROVISION 7.1
REMUNERATION OF EXECUTIVE DIRECTORS AND KEY MANAGEMENT PERSONNEL

The Company's remuneration policy is to provide compensation packages at market rates which reward good performance and attract, retain and motivate Executive Directors and employees.

The NRC will take into account the industry norms, the Group's performance as well as the contribution and performance of each Director and key management personnel when determining their respective remuneration packages.

Executive Directors and key management personnel of the Group are paid a fixed monthly salary and variable bonus based on a combination of the Group's performance, their operating unit performance and individual performance. The NRC members recommend the remuneration packages of Executive Directors and key management personnel of the Group for the approval by the Board.

PROVISION 7.2
REMUNERATION OF NON-EXECUTIVE DIRECTORS

The Board has also recommended that a fixed fee be paid to each of the Non-Executive Directors, taking into account the effort, time spent and responsibilities of each Non-Executive Director. The fees of the Non-Executive Directors will be subject to Shareholders' approval at the AGM.

PROVISION 7.3
APPROPRIATE REMUNERATION TO ATTRACT, RETAIN AND MOTIVATE KEY MANAGEMENT PERSONNEL AND DIRECTORS

The Company has a share incentive scheme, namely, the Addvalue Technologies Performance Share Plan. The NRC has reviewed and is satisfied that the existing remuneration structure for Executive Director and key management personnel of the Group for their fixed and variable components to be paid out in cash would continue to be adequate in incentivising performance without being over-excessive. The NRC is satisfied that the remuneration for the Non-Executive Directors as described under Provision 7.2 is appropriate to retain and motivate the Directors to continue in their role as stewards of the Company.

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.

PROVISION 8.1 REMUNERATION REPORT

The Company has adopted the following Directors' fees' framework excluding the Executive Director:

	For Board	For ARC	For NRC	For Board Exco[1]	Additional attendance fee for each meeting outside of quarterly board meetings and overseas meetings on official business
Additional Chairmanship Fee	S$20,000 per annum	S$15,000 per annum	S$10,000 per annum	S$5,000 per annum	S$1,000 per meeting
Board Member Basic Fee	S$45,000 per annum	-	-	-	S$1,000 per meeting

1 Board Exco has ceased and formed Exco with effect from 14 October 2025 where Mr Tan Khai Pang is the Chairman of the Exco. There's no additional Chairmanship fee for Exco.

Details of the remuneration paid or proposed to be paid to the Directors of the Company for FY2026 are set out below:

Director	Director's Fees (S$)	Meeting Attendance Fees (S$)	Fixed Salary[1] (S$)	Benefits[1] (S$)
Mr Tan Khai Pang	–	–	297,000.00	211,308.00
Mr Richard J Denny[4]	60,189.00	4,000.00	–	–
Mr Paul C Burke[7]	37,500.00	2,000.00	–	–
Mr Kelvin Chow Chung Yip[2]	23,916.00	-	-	-
Ms Gn Jong Yuh Gwendolyn[3]	22,352.00	-	-	-
Ms Goh Liang Choo[6]	27,625.00	-	–	–
Mr Chua Chwee Koh[5]	22,795.00	8,000.00	–	–

1 The fixed salary amounts include salary and Central Provident Fund contribution while the benefits include variable bonuses linked to individual performance and other allowances.

2 Mr Kelvin Chow Chung Yip was appointed as an Independent Director effective from 14 October 2025. Mr Chow assumed the appointment as member of ARC and NRC on the same date. Upon Ms Goh Liang Choo cessation, Mr Chow assumed the appointment as Chairman of ARC.

3 Mr Gwendolyn Gn Jong Yuh was appointed as an Independent Director effective from 14 October 2025. Ms Gn assumed the appointment as Chairman of NRC and member of ARC on the same date.

4 Mr Richard J Denny ceases as to be Chairman of the NRC with effect from 14 October 2025

5 Mr Chua Chwee Koh resigned from the position of Non-Independent Director effective 26 October 2025 and cease to be Chairman of the Board Exco and as a member of the ARC with effect from 14 October 2025.

6 Ms Goh Liang Choo ceases as a member of the NRC with effect from 14 October 2025 and resigned from the position of Independent Director and ceases to be Chairman of the ARC effective 11 November 2025.

7 Mr Paul C Burke ceased to be a Director upon his demise on 19 June 2026.

Top 5 Management Personnel (who are not Directors)

Details of the remuneration paid to the Key Executives for FY2026 are set out below:

Remuneration Bands	Name of Key Executive	Designation	Fixed Salary[1] (%)	Benefits[1] (%)
S$250,000 to S$499,999	Mr Wong Tat Yang	Chief Financial Officer	69	31
	Mr Richard Lau	Chief Commercial Officer	70	30
	Mr Low Boon Leng	Chief Technology Officer	67	33
Below S$250,000	Mr K Kalaivanan	Vice President, Solutions Platform	89	11
	Mr Chong Kim Ho	Head of Software Engineering and IT Department	86	14

1 The fixed salary amounts include salary and Central Provident Fund contribution while the benefits include variable bonuses linked to individual performances and other allowances.

The top five (5) members of the key management team of the Group, who are not Directors of the Company, are disclosed above. The total remuneration paid to the key management team aggregated US$996,089.

There are no termination, retirement, and post-employment benefits that may be granted to the Non- Executive Directors and the CEO (where the benefits pursuant to the service agreement for the CEO as disclosed during IPO in 2000 have largely remain unchanged) and key management personnel of the Group.

PROVISION 8.2
REMUNERATION OF EMPLOYEES WHO ARE SUBSTANTIAL SHAREHOLDERS OR IMMEDIATE FAMILY MEMBERS OF DIRECTORS, CEO OR SUBSTANTIAL SHAREHOLDERS

During FY2026 and as at the date of this Annual Report, none of the employees of the Group are substantial Shareholders, or immediate family members of any of the Directors, CEO or substantial Shareholders.

PROVISION 8.3
SHARE INCENTIVE SCHEME

The Addvalue Technologies Performance Share Plan, approved at an extraordinary general meeting held on 28 July 2017, was put in place to allow the Company to have flexibility and effectiveness in its continuing efforts to reward, retain and motivate employees. No awards or shares were issued for FY2026 under the aforesaid share plan as resolution to award and grant was not passed at the FY2025 AGM.

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.

PROVISION 9.1
RISK MANAGEMENT AND INTERNAL CONTROL SYSTEMS

The Board has overall responsibility for the governance of risk and the Group's system of internal controls, and for ensuring that Management maintains an adequate and effective framework to safeguard the interests of shareholders and protect the Group's assets.

Oversight of the Group's risk management and internal control systems has been delegated to the Audit and Risk Committee ("**ARC**"). The Group has adopted an Enterprise Risk Management ("**ERM**") framework for identifying, assessing, managing, monitoring and reporting material risks across the organisation. While the ERM framework was initially developed with the assistance of external advisors, the Group now manages and administers the framework internally through its ERM Steering Committee ("**ERMSC**"), which reports to the ARC on material risk matters.

The Group's principal risks arise from its business operations and financial instruments, and include operational and financial risks. As operational risk is inherent in the Group's activities, the ERM framework supports a structured and proactive approach by Management in identifying and assessing risks, implementing mitigation measures, monitoring risk exposures and reporting material risk matters on an ongoing basis.

In view of the nature and scale of the Group's operations and the importance of strengthening risk oversight, the Board established a separate Risk Committee in 2023. The Risk Committee held its inaugural meeting on 9 May 2023 and was subsequently merged with the Audit Committee on 31 March 2024 to form the Audit and Risk Committee.

The ERMSC is responsible for supporting the implementation and day-to-day administration of the ERM framework across the Group. Its responsibilities include coordinating risk assessments, maintaining the Group's risk register, monitoring mitigation actions, facilitating the reporting and escalation of material risks, and supporting the ARC in its review of the adequacy and effectiveness of the Group's ERM framework and internal controls.

The ARC carries out its duties in accordance with its terms of reference. These include reviewing the Group's risk management strategy, policies, framework, processes and procedures for identifying, assessing, managing, monitoring and reporting material risks, with due regard to applicable laws and regulations, and reporting significant matters, findings and recommendations to the Board.

The Company has appointed In.Corp Business Advisory Pte. Ltd. ("**In.Corp**") as its internal auditor since November 2019. In.Corp's role is confined to the provision of internal audit services, including the review of internal controls and governance processes.

The ARC reviews the internal audit reports issued by In.Corp, together with reports from Management and the ERMSC on the Group's risk profile, risk register and mitigation plans, and assesses the adequacy and effectiveness of the Group's internal controls in addressing the material risks faced by the Group.

CORPORATE GOVERNANCE REPORT

PROVISION 9.2
ASSURANCES FROM THE CEO AND CHIEF FINANCIAL OFFICER

For FY2026, the Board has received assurance from the CEO and Chief Financial officer of the Company in the execution of their respective duties as CEO and Chief Financial Officer that to the best of their knowledge and belief that the financial records of the Group have been properly maintained; the financial statements give a true and fair view of the Group's operations and finances; and the Group's risk management and internal control systems are adequate and effective.

BOARD'S COMMENT ON ADEQUACY AND EFFECTIVENESS OF INTERNAL CONTROLS

Based on the work performed by the external auditors and internal auditors, the internal controls and risk management systems established and maintained by the Group, the assurances received from the Chief Executive Officer and the Chief Financial Officer, and the reviews conducted by Management, the ERMSC, the ARC and the Board, the Board is of the opinion that, pursuant to Rule 1207(10) of the SGX Listing Rules, the Group's internal controls, including operational, financial, compliance and information technology controls, as well as its ERM framework, were adequate and effective as at the date of this Annual Report. The ARC concurs with the Board's assessment based on its review of the Group's risk management and internal control systems.

The Board recognises that no system of risk management or internal controls can provide absolute assurance against the occurrence of material errors, poor judgement, losses, fraud or other irregularities, or prevent the Group from being adversely affected by events that are not reasonably foreseeable. Such systems are designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and can therefore provide only reasonable and not absolute assurance against material misstatement or loss.

AUDIT AND RISK COMMITTEE

Principle 10: The board has an audit committee which discharges its duties. objectively

PROVISIONS 10.1 AND 10.2
ARC MEMBERSHIP & COMPOSITION

The Risk Committee ("**RC**") was amalgamated into the Audit Committee to form the Audit and Risk Committee since 31 March 2024. The ARC comprises three (3) Independent Directors, namely:

Mr Kelvin Chow Chung Yip	(Chairman/Independent Director)
Mr Richard J Denny	(Member/Independent Director)
Ms Gwendolyn Gn Jong Yuh	(Member/Independent Director)

All the ARC members have had many years of senior management experience and were responsible and accountable for the financial performance of operations under their charge and had developed strong accounting or financial related management expertise. All the ARC members are kept up to date with changes in accounting standards and issues through updates from the external auditors. The Board is of the view that the ARC is able to discharge its functions effectively.

The ARC carries out its functions in accordance with Section 201B(5) of the Singapore Companies Act 1967, the Listing Rules, the Best Practices Guide issued by the SGX-ST and the provisions of the Code. In performing those functions, the ARC shall review, amongst others:

- the scope, adequacy, effectiveness, independence and the results of internal audit functions and audit procedures with the Company's internal auditors;
- the adequacy, effectiveness, independence and scope of the audit plan of the Company's external auditors and its report on the weaknesses of internal accounting controls arising from the statutory audit;
- the assistance given by the Management to the internal and external auditors;
- the adequacy and effectiveness of the Company's internal control and risk management systems at least on an annual basis;
- the assurance from the CEO and the Chief Financial Officer on the proper upkeep of financial records and financial statements;
- the significant financial reporting issues and judgements so as to ensure the integrity of the financial statements of the Group and the disclosures thereof in relation to the periodic results announcements of the Group prior to their submission to the Board for approval;
- the financial statements of the Company and the consolidated financial statements of the Group as well as the external auditors' report thereon for each financial year prior to their submission to the Board for approval;
- recommendations to the Board on the appointment, re-appointment or removal of the external auditors and the remuneration and terms of engagement of the external auditors;
- interested person transactions (as defined in Chapter 9 of the Listing Manual of the SGX-ST); and
- oversight over the administration of the framework for whistle-blowing.

The ARC has full access to the Management and is given the resources required for it to discharge its functions. The ARC has authority to investigate any matter within its terms of reference and discretion to invite any Director or executive officer of the Group to attend its meetings.

The ARC also reviewed the key audit matters ("**KAM**") set out in the auditor's report for FY2026. The ARC had discussed and noted, together with the external auditors and the Management, on the approach and methodology applied by the external auditors in relation to the assessment of judgements and estimates on the significant matters reported in the KAM.

The Company confirms that it has complied with Rules 712 and 715 of the Listing Rules in engaging Forvis Mazars LLP, an accounting firm registered with the Accounting and Corporate Regulatory Authority of Singapore, as the external auditors of the Company and its Singapore subsidiaries. Forvis Mazars LLP have audited the Group's significant foreign subsidiaries for the purpose of expressing an opinion on the consolidated financial statements.

Amba Partners CPA Limited is appointed as the external auditors of the Company's subsidiary incorporated in Hong Kong. The Board and the ARC are satisfied that the appointment of different auditors would not compromise the standard and the effectiveness of the audit of the Group and that Rule 716 of the Listing Rules has been complied with.

Independence of external auditors

Pursuant to Listing Rule 1207(6)(b), the ARC reviews the independence of the external auditors annually during the ARC meeting on 22 May 2026, where Forvis Mazars, the auditors, presented their findings in the Audit Completion Memorandum for FY2026 to the ARC. At the end of the update, the ARC met with the external auditors without the presence of management.

Forvis Mazars has confirmed to the ARC that the engagement team and others in Forvis Mazars as appropriate are independent of the Company and the Group in accordance with the ACRA Code. Forvis Mazars also confirmed that they fulfilled their ethical responsibilities in accordance with requirements relevant to their audit of the financial statements in Singapore and the ACRA Code.

In addition, Forvis Mazars confirmed that they are not aware of any relationships and other matters between Forvis Mazars and the Group that, in their professional judgment, may reasonably be thought to bear on their independence.

Forvis Mazars only performed audit-related services ("**ARS**") where the work involved is closely related to the work performed in the audit and usually carried out by the audit engagement team and there were no non-audit related fees charged for FY2026. The aggregate fees paid to the Group's external auditor Forvis Mazars LLP, for FY2026 were $140,000 (FY2025: $135,000).

Accordingly, the ARC after its review of the nature, extent of such services and objectivity of Forvis Mazars as the external auditors, was satisfied that they would not, in the ARC's opinion, affect the independence of the auditors. The ARC recommended to the Board that Forvis Mazars LLP be nominated for re-appointment as the external auditors of the Group's companies in Singapore at the forthcoming AGM at remuneration to be re-negotiated.

Whistle-blowing policy

The Company has in place a whistle-blowing framework for staff to raise concerns about improprieties. The policy serves to encourage and provide a channel for employees to report in good faith and in confidence, without fear of reprisals, concerns about possible improprieties in financial reporting or other matters. The objective of such an arrangement is to ensure independent investigation of such matters and for appropriate follow-up action.

The ARC is responsible for oversight and monitoring of any whistle-blowing matters. All whistler-blower complaints will be investigated independently by the ARC and the findings will be reported to the Board.

All whistle-blowing reports will be handled confidentially, except as necessary or appropriate to conduct investigation and to take remedial action, in accordance with the applicable law and regulations. In this regard, the identity of the whistle-blower making the allegation will be kept confidential and confined to disclosures on a need-to-know basis to the ARC, the investigating team, the Board of Directors of the Company; and any party to whom the identity of the whistle-blower is required to be disclosed by law.

The ARC members have the responsibility to conduct investigations. If a complaint falls within the scope of specific procedures of the Company, it will be referred for consideration under those procedures. The ARC will ensure that those procedures are conducted by persons who are independent of the complaint. The ARC may investigate the complaint and decide on the appropriate course of action. Where a complaint requires further investigations, the ARC shall nominate an independent investigation team to conduct the investigation. All members of the investigation team shall be independent and conduct the investigation impartially.

The Company will not tolerate the harassment or victimisation of anyone reporting a genuine concern. If the whistle-blower has suffered adverse treatment, harassment or victimisation as a result of his or her disclosure, he or she should submit a formal complaint to the Human Resources ("**HR**") Department or higher authority as appropriate. An investigation may take place and disciplinary action may be taken against any person who harasses or victimises the whistle-blower or subject the whistle-blower to detrimental or unfair treatment.

There was 1 report of whistle-blowing received in FY2026, however it was categorized as grievance and HR has taken necessary action.

PROVISION 10.3
PARTNERS OR DIRECTORS OF THE COMPANY'S AUDITING FIRM

No former partner or director of the Company's existing auditing firm or auditing corporation is a member of the ARC.

PROVISION 10.4
INTERNAL AUDIT

In view of the need to comply with the Group's established procedures, manuals and policies, including those required by the Group's ISO 9001 certification, the Group had since FY2020 engaged In.Corp as its independent internal auditors to review the Human Resource and Payroll Management internal controls and compliance systems of the Group under the Internal Audit Charter and Audit Plans approved by the ARC. In.Corp, a member firm of Kreston International, carries out its internal audit functions according to the standards of the Professional Practice of Internal Auditing of the Institute of Internal Audit (IIA), and reports the findings thereof and makes recommendations to the Management and the ARC. Pursuant to Rule 1207(10C), the ARC is generally satisfied with the independence, adequacy and effectiveness of the current internal audit arrangement, and will continue to assess its effectiveness regularly.

The size of In.Corp's IA is 12 persons. The size of the IA engagement team servicing Addvalue Technologies Ltd is 4 persons. The IA Partner has more than 16 years of audit experience serving various Public Listed Companies, Ministries, Organs of State, Statutory Boards, Institutions of Higher Learning, Financial Institutions, Charities and Institutions of a Public Character. The IA team is led by Senior Managers/Managers who hold Certified Internal Auditor and Chartered Accountant (Singapore) qualifications and have 5 to 8 years of relevant audit experience and are members of the Institute of Internal Auditors Singapore (IIA). The IA team is also supported by Senior Associates with 3 to 4 years of relevant audit experience.

The ARC will also review the audit plans and the findings of the external auditors and will ensure that the Group follows up on the external auditors' recommendations raised, if any, during the audit process.

PROVISION 10.5
MEETING WITH AUDITORS WITHOUT PRESENCE OF MANAGEMENT

During the year, the Company's external auditors and internal auditors were invited to attend the ARC meetings and make presentations as appropriate. The ARC meets with both the internal and external auditors without the presence of the Management at least once a year. The ARC met each of the external auditors and internal auditors without the presence of management once for FY2026.

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.

PROVISION 11.1
PROVIDING OPPORTUNITY FOR SHAREHOLDERS TO PARTICIPATE AND VOTE AT GENERAL MEETINGS

Every Shareholder has the right to receive notice of general meetings and to vote thereat. Notice of a general meeting is sent out at least 14 days before the meeting so that sufficient notice of meeting is given to Shareholders to attend the meeting or appoint proxies to attend and vote in their stead.

At the AGM, Shareholders are given the opportunities to express their views and ask the Board and the Management questions regarding the operations of the Company. All resolutions at general meetings are required to be voted on by poll under the Listing Rules. Shareholders will be briefed by the Company on the poll voting procedures at general meetings.

The results of the general meetings are released as an announcement in the SGXNET of the SGX-ST.

The forthcoming AGM will be held in-person and in accordance with the requirements of the Companies Act and Listing Manual, in particular Practice Note 7.5 of the Listing Manual. Shareholders can submit questions in advance of the AGM by post or email to the Company and on the day they attend the meeting. The Company will endeavour to address all substantial and relevant questions and if received by the prescribed deadline in the Notice of AGM, prior to the meeting. For substantial and relevant questions received after the prescribed deadline, the Company will endeavour to address them together with questions raised in the AGM.

PROVISION 11.2
SEPARATE RESOLUTIONS AT GENERAL MEETINGS

The Company will have separate resolutions at general meetings on each distinct issue. Each item of special business included in the notice of the meeting is accompanied, where appropriate, by an explanation for the proposed separate resolution relating to the said item. For resolutions on the election or re-election of Directors, information on the Directors as set out in Appendix 7.4.1 of the Listing Manual of the SGX-ST are given in the Notice of AGM.

PROVISION 11.3
ATTENDANCE OF DIRECTORS AND AUDITORS AT GENERAL MEETINGS

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.

PROVISION 11.4
ABSENTIA VOTING

The Company's Constitution allows appointment of proxies by a Shareholder who is absent from a general meeting to exercise his or her vote in absence through his or her proxy or proxies. The Company's Constitution allows all Shareholders (who are not relevant intermediaries as set out under the Companies Act) to appoint up to two proxies to attend general meetings and vote on their behalf. The Companies Act allows relevant intermediaries such as the CPF agent bank nominees to appoint multiple proxies and empower CPF investors to attend and vote at general meetings of the Company as their CPF agent banks' proxies.

PROVISION 11.5
MINUTES OF GENERAL MEETINGS

The Company prepares minutes of general meetings detailing the proceedings and questions raised by Shareholders and answers given by the Board and the Management. The minutes will be taken and published within one month after the general meeting on SGXNet and in the Company's corporate website at www.addvaluetech.com.

PROVISION 11.6
DIVIDENDS

The Group currently does not have a formal dividend policy as it needs to conserve its financial resources for expansion or making inroads into newly cultivated markets.

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.

PROVISION 12.1
AVENUES FOR COMMUNICATION BETWEEN THE BOARD AND SHAREHOLDERS

The Board is mindful of its obligations to furnish timely information and to ensure full disclosure of material information in compliance with the requirements of the Listing Rules. Price sensitive and trade-sensitive information is publicly announced before it is communicated to any other interested person.

The Company does not practice selective disclosure, and price-sensitive and trade-sensitive information is publicly released on an immediate basis where required under the Listing Rules. 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. Financial results are released promptly through the SGXNET of the SGX-ST. As and when needed, a copy of the Annual Report, Circulars and notice of general meetings will be sent to every Shareholder on a timely basis. The Board believes that general meetings serve as an opportune forum for Shareholders to meet the Board and key management personnel, and to interact with them. The FY2026 Annual Report will be made available for viewing at the Company's corporate website (at www.addvaluetech.com) and via the SGXNET of the SGX-ST at least 14 days before the coming AGM and will be sent to shareholders upon request in line with the "going green" practice due to the world-wide climate concern.

PROVISIONS 12.2 AND 12.3
INVESTOR RELATIONS

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 Company investor relations policy is to communicate with its Shareholders and the investment community through the timely and equal dissemination of information and news via announcements to the SGX-ST via its SGXNET. The Company does not practice selective disclosure.

The Company strives to reach out to Shareholders and investors via its online investor relations site within its corporate website (at www.addvaluetech.com), where it updates Shareholders and investors on the latest news and business developments of the Group.

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.

PROVISIONS 13.1 AND 13.2
ENGAGE WITH ITS MATERIAL STAKEHOLDER GROUPS

The Group's material stakeholders are its Shareholders, customers, employees, business partners and the community, investors, customers, business partners and vendors, employees and regulators, and the Company engages with them through its sustainability initiatives and corporate social responsibility programmes as set out in the Sustainability Report for FY2026, which is incorporated in this Annual Report, will be posted on the SGXNET of the SGX-ST and the Company's corporate website (at www.addvaluetech.com) in accordance to Rule 711(A).

PROVISION 13.3
CORPORATE WEBSITE TO COMMUNICATE AND ENGAGE WITH STAKEHOLDERS

The Group maintains a corporate website at www.addvaluetech.com which stakeholders and investors can access information on the Group. The website provides, inter alia, corporate announcements, press releases and profiles of the Group. Stakeholders and investors are provided with an investor relations contact at investor@addvalue.com.sg, where they can send their queries to, and the Company will endeavour to respond thereafter.

CORPORATE GOVERNANCE REPORT

INTERESTED PERSON TRANSACTION

The Group has adopted an internal policy in respect of any transactions with interested persons, and requires all such transactions to be at arm's length and reviewed by the ARC. The Company does not have any general mandate pursuant to Rule 920 of the Listing Rules.

Save for the following interested person transactions as disclosed below, there were no interested person transactions (of more than S$100,000) entered into by the Company or any of its subsidiaries for FY2026.

Name of the interested person/ Nature of relationship	Aggregate value of all interested person transactions during the financial period under review (excluding transactions less than S$100,000 and transactions conducted under Shareholders' mandate pursuant to Rule 920)	Aggregate value of all interested person transactions conducted under the Shareholders' mandate pursuant to Rule 920 (excluding transactions less than S$100,000)
	US$	US$
None	Nil	Nil

SECURITIES TRANSACTIONS

The Company wishes to confirm that it has in place a policy prohibiting dealings in the Company's securities by the Company and its Directors and employees of the Group:

(a) one month before the announcement of its half year and full year unaudited financial statements ("**non-dealing period**");

(b) on short term considerations; and

(c) when in possession of unpublished price-sensitive or trade-sensitive information.

Prior to each non-dealing period, the Company Secretary will notify the Directors and CEO of the Company's share trading prohibition policy. The management of the Company will also ensure that employees of the Group are duly informed of the same.

The Company has complied with the best practices pursuant to Rule 1204(19)(c) of the Listing Rules in not dealing in its own securities during the restricted trading periods.

MATERIAL CONTRACTS

There were no material contracts involving the Company (or any of its subsidiaries) and the interest of the CEO, any Director or controlling Shareholder, which were still subsisting at the end of FY2026.

DIRECTORS' STATEMENT

The directors present their statement to the members together with the audited financial statements of Addvalue Technologies Ltd (the "Company") and its subsidiaries (the "Group") for the financial year ended 31 March 2026 and the statement of financial position of the Company as at 31 March 2026.

1. OPINION OF THE DIRECTORS

In the opinion of the directors,

(a) the financial statements of the Group and the statement of financial position 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 March 2026 and the financial performance, changes in equity and cash flows of the Group for the financial year ended on that date; 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.

2. DIRECTORS

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

Executive director
Mr Tan Khai Pang

Independent non-executive directors

Mr Kelvin Chow Chung Yip	(Appointed on 14 October 2025)
Mr Richard J Denny	
Ms Gwendolyn Gn Jong Yuh	(Appointed on 14 October 2025)

In accordance with Regulation 104 of the Constitution of the Company, Mr Richard J Denny will retire and being eligible, offer himself for re-election.

In accordance with Regulation 108 of the Constitution of the Company, Mr Kelvin Chow Chung Yip and Ms Gwendolyn Gn Jong Yuh will retire and being eligible, offer themselves for re-election.

3. ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE SHARES OR DEBENTURES

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects was, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate, except as disclosed in paragraphs 4 and 5 below.

4. DIRECTORS' INTERESTS IN SHARES OR DEBENTURES

The directors of the Company holding office at the end of the financial year had no interest in the shares 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 (the "Act"), except as disclosed below:

	Direct interests		
	At 1 April 2025 or date of appointment *	**At 31 March 2026**	**At 21 April 2026**
The Company			
Ordinary shares			
Mr Tan Khai Pang	36,201,000	48,601,000	48,601,000
Mr Richard J Denny	5,500,000	9,500,000	9,500,000
Mr Kelvin Chow Chung Yip*	–	750,000	750,000
Redeemable convertible bonds			
Mr Tan Khai Pang	S$74,800	S$Nil	S$Nil
Convertible loan notes			
Mr Tan Khai Pang	S$52,000	S$Nil	S$Nil
Mr Richard J Denny	S$26,000	S$Nil	S$Nil
Warrants			
Mr Tan Khai Pang	4,000,000	–	–
Mr Richard J Denny	2,000,000	–	–

5. SHARE OPTIONS

There were no options granted by the Company or its subsidiaries during the financial year.

There were no shares issued during the financial year by virtue of the exercise of options to take up unissued shares of the Company or its subsidiaries.

There were no unissued shares under option in the Company or its subsidiaries as at the end of the financial year.

6. WARRANTS

As part of the fundraising exercise in 2025, the Company issued 33,500,000 free detachable warrants (the "Warrants") respectively to its directors, each carrying the right to subscribe for one (1) new ordinary share at an exercise price of $0.013 per share. Each Warrant may be exercised at any time during the period commencing on and including the date of issue of the Warrants and expiring on the date immediately preceding second anniversary of the date of issue of the Warrants. The exercise price of the Warrants and the number of Warrants are fixed, subject to the terms and conditions set out in the Deed Poll. During the financial year, all 33,500,000 Warrants were fully exercised at a subscription price of S$0.013 per share, resulting in the issuance of 33,500,000 new ordinary shares in the capital of the Company. No Warrants remained outstanding as at the reporting date.

7. AUDIT AND RISK COMMITTEE

The members of the Audit and Risk Committee of the Company at the date of this report are:

Mr Kelvin Chow Chung Yip	(Chairman)
Mr Richard J Denny	(Member)
Ms Gwendolyn Gn Jong Yuh	(Member)

The Audit and Risk Committee has convened four meetings during the financial year with key management and the internal and external auditors of the Company.

The Audit and Risk Committee carried out its functions in accordance with Section 201B (5) of the Act, the Singapore Exchange Securities Trading Limited's ("SGX-ST") Listing Manual and the Code of Corporate Governance. In performing those functions, the Audit and Risk Committee:

- reviewed the audit plan and results of the external audit, including the evaluation of internal accounting controls and its cost effectiveness, and the independence and objectivity of the external auditors, including the review of the extent of non-audit services provided by the external auditors to the Group;

- reviewed the audit plans of the internal auditors of the Group and their evaluation of the adequacy of the Group's system of internal accounting controls;

- reviewed the Group's quarterly financial performance and annual financial statements and the external auditors' report on the annual financial statements of the Group and of the Company before their submission to the board of directors;

- reviewed the half-yearly and annual announcements as well as the related press releases on the results of the Group and financial position of the Group and of the Company;

- reviewed and assessed the adequacy of the Group's risk management processes;

- reviewed and checked the Group's compliance with legal requirements and regulations, including the related compliance policies and programmes and reports received from regulators, if any;

- reviewed any interested person transactions in accordance with SGX-ST Listing Manual;

- reviewed the nomination of external auditors and gave approval of their compensation; and

7. AUDIT AND RISK COMMITTEE (CONTINUED)

The Audit and Risk Committee carried out its functions in accordance with Section 201B (5) of the Act, the Singapore Exchange Securities Trading Limited's ("SGX-ST") Listing Manual and the Code of Corporate Governance. In performing those functions, the Audit and Risk Committee: (Continued)

- reviewed the submission of report of actions and minutes of the Audit and Risk Committee to the board of directors with any recommendations as the Audit and Risk Committee deems appropriate.

The Audit and Risk Committee has full access to and has the co-operation of the management and has been given the resources required for it to discharge its function properly. It also has full discretion to invite any director and executive officer to attend its meetings. The external and internal auditors have unrestricted access to the Audit and Risk Committee.

The Audit and Risk Committee has recommended to the directors the nomination of Forvis Mazars LLP for re-appointment as external auditors of the Group at the forthcoming Annual General Meeting of the Company.

8. AUDITORS

The auditors, Forvis Mazars LLP, have expressed their willingness to accept re-appointment.

On behalf of the board of directors

Mr Richard J Denny
Director

Mr Tan Khai Pang
Director

Singapore
30 June 2026

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF ADDVALUE TECHNOLOGIES LTD

REPORT ON THE AUDIT OF FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of Addvalue Technologies Ltd (the "Company") and its subsidiaries (the "Group") which comprise the statements of financial position of the Group and of the Company as at 31 March 2026, and the statements of profit or loss and other comprehensive income, changes in equity and cash flows of the Group for the financial year then ended, and notes to the financial statements, including a summary of material accounting policy information from 84 to 161.

In our opinion, the accompanying financial statements of the Group and the statement of financial position of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)s") so as to give a true and fair view of the financial position of the Group and of the Company as at 31 March 2026 and of the financial performance, changes in equity and cash flows of the Group for the financial 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 Auditors' 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 (the "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.

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 financial 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.

REPORT ON THE AUDIT OF FINANCIAL STATEMENTS (CONTINUED)

Key Audit Matters (Continued)

Key audit matter	Our audit response
Impairment assessment of development expenditure *Refer to Note 3.2 for the relevant key sources of estimation uncertainty and Note 15 (Intangible Assets) for the disclosures relating to the impairment assessment.*	
The Group develops and manufactures a range of terminals operating on major satellite networks for land, maritime, aeronautical applications and space resilient technologies. As at 31 March 2026, the carrying value of development expenditure amounted to US$8,151,000 which represented 24% of the Group's total assets. In accordance with SFRS(I) 1-36 *Impairment of Assets*, an entity assesses at the end of each reporting period whether there is any indication that the development expenditure may be impaired. If any such indication exists, the management shall estimate the recoverable amount of the asset. In addition, irrespective of whether there is any indication of impairment, an entity shall also test the development expenditure not yet available for use for impairment annually by comparing its carrying amount with its recoverable amount. For the purpose of impairment assessment, development expenditure has been allocated to the Group's cash-generating units ("CGUs") as follows: • Advance Digital Radio Solutions ("ADRS"); and • Space Connectivity ("SPC"). Management estimated the recoverable amounts of the CGUs to which the development expenditure relates using value-in-use calculations. These calculations are based on discounted cash flow ("DCF") projections derived from the most recent financial budgets approved by the Board of Directors, and incorporate key assumptions, including discount rates and growth rates in revenue and gross profit margin. The assessment also involves the use of a management's expert in supporting the valuation. These estimates involve significant management judgement and estimation uncertainty and, accordingly, this area was identified as a key audit matter.	Our audit procedures include, but are not limited to, the following: • Assessed the reasonableness of key inputs and assumptions used by management and management expert based on our knowledge of the business; • Assessed independence and competence of management's expert (external valuer) for the impairment assessment of the development expenditure; • Involved in-house valuation expert on the assessment of the value-in-use ("VIU") model; • Performed sensitivity analysis on the key assumptions that are sensitive to the valuation model; • Tested source data to supporting evidence on a sample basis, such as historical performance, management's expectations of market developments, approved budgets and considered the reasonableness of these budgets; and • Considered the appropriateness of the disclosures in respect of VIU calculations presented in the financial statements.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF ADDVALUE TECHNOLOGIES LTD

REPORT ON THE AUDIT OF FINANCIAL STATEMENTS (CONTINUED)

Key Audit Matters (Continued)

Key audit matter	Our audit response
Provision for inventories obsolescence *Refer to Note 3.2 for the relevant key sources of estimation uncertainty relating to inventories valuation method.*	
As at 31 March 2026, the Group's inventories are US$6,796,000, representing 20% of the Group's total assets. With reference to SFRS(I) 2 *Inventories*, inventories are valued at the lower of cost and net realisable value ("NRV"). Management reviews the Group's inventories levels to identify slow-moving and obsolete inventories. The assessment of the provision for inventories obsolescence requires the use of significant judgement and estimates. Management's allowance for inventories obsolescence is inherently subjective and influenced by estimates concerning the level of sales activity. In consideration of the significance of the balance and significant estimates and judgement applied by management, we consider this as a key audit matter.	Our audit procedures included, and were not limited to, the following: • Obtained an understanding of the Group's basis for identifying and providing for slow-moving and obsolete inventories; • Reviewed the inventory aging and management's assessment on potential stock obsolescence; and • Compared the cost of selected inventory items to recent selling prices and reviewed post-year-end sales transactions, where applicable, on sampled basis.

Other information

Management is responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and the independent auditors' report thereon, which we obtained prior to the date of this report except for the Statistics of Shareholdings, which is expected to be made available to us after the date of this auditors' report.

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 identified above 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 on the other information that we obtained prior to the date of this report, 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.

When we read the Statistics of Shareholdings, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with SSAs.

REPORT ON THE AUDIT OF FINANCIAL STATEMENTS (CONTINUED)

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 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.

Auditors' 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 auditors' 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 scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' 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 auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.

REPORT ON THE AUDIT OF FINANCIAL STATEMENTS (CONTINUED)

Auditors’ Responsibilities for the Audit of the Financial Statements (Continued)

- 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 the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current financial year and are therefore the key audit matters. We describe these matters in our auditors’ 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 entities 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 auditors’ report is Wong Zi En.

FORVIS MAZARS LLP
Public Accountants and
Chartered Accountants

Singapore
30 June 2026

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

	Note	2026 US$'000	2025 US$'000
Revenue	4	24,833	15,528
Cost of sales		(11,883)	(7,432)
Gross profit		12,950	8,096
Other operating income	5	928	970
Selling and distribution expenses		(1,354)	(1,141)
Administrative expenses		(4,751)	(3,261)
Provision for expected credit loss on trade receivables		(85)	(44)
Other operating expenses	6	(3,475)	(2,523)
Finance expenses	7	(121)	(466)
Profit before income tax	8	4,092	1,631
Income tax credit	9	741	322
Profit for the year, representing total comprehensive income for the year, net of tax		4,833	1,953
Earnings per share attributable to equity holders of the Company (cents)			
Basic and diluted	10	0.14	0.06

The accompanying notes form an integral part of and should be read in conjunction with these financial statements.

STATEMENTS OF FINANCIAL POSITION

AS AT 31 MARCH 2026

	Note	Group		Company	
		2026 US$'000	2025 US$'000	2026 US$'000	2025 US$'000
ASSETS					
Non-current assets					
Property, plant and equipment	12	1,671	1,058	–	–
Subsidiaries	13	–	–	28,626	19,085
Associate	14	*	*	*	*
Intangible assets	15	8,151	8,356	–	–
Deferred tax assets	16	1,269	377	–	–
Trade receivables	17	129	106	–	–
		11,220	9,897	28,626	19,085
Current assets					
Inventories	18	6,796	8,688	–	–
Trade receivables	17	7,040	3,699	–	–
Other receivables, deposits and prepayments	19	443	932	3	24
Financial assets at fair value through profit and loss ("FVTPL")	20	1,008	–	–	–
Due from subsidiaries (non-trade)	21	–	–	7,150	7,580
Cash and bank balances	22	7,260	1,506	44	14
		22,547	14,825	7,197	7,618
TOTAL ASSETS		33,767	24,722	35,823	26,703
LIABILITIES					
Current liabilities					
Trade payables	23	2,055	4,156	–	–
Other payables and accruals	24	2,323	2,456	113	793
Provisions	25	161	170	161	156
Borrowings	26	–	1,002	–	766
Derivative financial liabilities	30	–	33	–	33
Lease liabilities	31(b)	81	223	–	–
Contract liabilities	32	9,368	3,634	–	–
Income tax liabilities		170	19	–	–
Due to subsidiaries (non-trade)	21	–	–	537	537
		14,158	11,693	811	2,285
Non-current liabilities					
Borrowings	26	–	3,484	–	3,484
Lease liabilities	31(b)	13	86	–	–
Deferred tax liabilities	16	1,386	1,421	–	–
		1,399	4,991	–	3,484
TOTAL LIABILITIES		15,557	16,684	811	5,769
NET ASSETS		18,210	8,038	35,012	20,934
EQUITY					
Capital and reserves attributable to equity holders of the Company					
Share capital	33	94,822	89,483	94,822	89,483
Capital reserve	34	747	747	–	–
Accumulated losses		(77,359)	(82,192)	(59,810)	(68,549)
TOTAL EQUITY		18,210	8,038	35,012	20,934

* Denotes amount < US$1,000

The accompanying notes form an integral part of and should be read in conjunction with these financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

	Share capital US$'000	Capital reserve US$'000	Statutory reserve US$'000	Foreign currency translation reserve US$'000	Accumulated losses US$'000	Total equity US$'000
Balance at 1 April 2024	89,483	747	8	40	(84,145)	6,133
Profit for the year, representing total comprehensive income for the year	–	–	–	–	1,953	1,953
Liquidation of a subsidiary (Note 13)	–	–	(8)	(40)	–	(48)
Balance at 31 March 2025	89,483	747	–	–	(82,192)	8,038
Profit for the year, representing total comprehensive income for the year	–	–	–	–	4,833	4,833
Pursuant to conversion of convertible loan notes (Note 33)	790	–	–	–	–	790
Pursuant to exercise of warrants (Note 33)	790	–	–	–	–	790
Pursuant of conversion of redeemable convertible bonds (Note 33)	3,759	–	–	–	–	3,759
Balance at 31 March 2026	94,822	747	–	–	(77,359)	18,210

The accompanying notes form an integral part of and should be read in conjunction with these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

	Note	2026 US$'000	2025 US$'000
Operating activities			
Profit before income tax		4,092	1,631
Adjustments for:			
Amortisation of intangible assets	6	895	941
Depreciation of property, plant and equipment	6	500	407
Interest expense		119	434
Interest income	5	(47)	–
Provision for expected credit loss on trade receivables	8	85	44
Inventories written off	6	805	16
Allowance for stock obsolescence	6	388	477
Loss from extinguishment of financial liabilities at FVTPL	6	435	–
Gain from extinguishment of derivative financial liabilities	5	(33)	–
Fair value loss on financial liabilities at FVTPL	6	–	132
Fair value gain on derivative financial liabilities	5	–	(41)
Gain on liquidation of subsidiaries	5	(423)	(115)
Property, plant and equipment written off	6	–	2
Other receivables written off	6	20	1
Reversal of provisions	25	(9)	(42)
Unrealised foreign exchange (gain)/loss		(1)	7
Total operating cash flows before movements in working capital		6,826	3,894
Changes in working capital:			
Inventories		699	(1,904)
Trade and other receivables		(2,980)	259
Trade and other payables		(1,750)	(426)
Contract liabilities		5,734	1,738
Cash generated from operations		8,529	3,561
Income tax paid		(35)	–
Net cash generated from operating activities		8,494	3,561
Investing activities			
Purchase of property, plant and equipment	12	(1,113)	(535)
Additions in intangible assets	15	(690)	(1,150)
Net cash inflow from liquidation of a subsidiary	13	–	64
Purchase of financial assets at FVTPL		(1,000)	–
Interest received		39	–
Net cash used in investing activities		(2,764)	(1,621)
Financing activities			
Proceeds from warrants	33	790	–
Proceeds from borrowings		–	1,489
Repayment of borrowings		(372)	(1,903)
Repayment of lease liabilities	31(a)	(215)	(215)
Interest paid		(179)	(340)
Net cash generated from/(used in) financing activities		24	(969)
Net increase in cash and cash equivalents		5,754	971
Cash and cash equivalents at beginning of the financial year		1,506	535
Cash and cash equivalents at end of the financial year	22	7,260	1,506

The accompanying notes form an integral part of and should be read in conjunction with these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES:

	1 April 2025	Financing cashflows	Non-cash movements			31 March 2026
			Interest expenses	Loss/ (Gain) from extinguishment	Issuance of new shares	
	US$'000	US$'000	US$'000	US$'000	US$'000	US$'000
Liabilities						
Loans	236	(245)	9	–	–	–
Redeemable convertible bonds	3,484	(136)	–	411	(3,759)	–
Convertible loan notes	766	–	–	24	(790)	–
Derivative financial liabilities	33	790	–	(33)	(790)	–
Lease liabilities	309	(225)	10	–	–	94

	1 April 2024	Financing cashflows	Non-cash movements				31 March 2025
			Interest expenses	Foreign exchange movement	Additions	Fair value loss/(gain)	
	US$'000	US$'000	US$'000	US$'000	US$'000	US$'000	US$'000
Liabilities							
Loans	100	62	72	2	–	–	236
Bills payable	467	(476)	20	(11)	–	–	–
Redeemable convertible bonds	3,396	–	–	13	–	75	3,484
Convertible loan notes	707	–	–	2	–	57	766
Derivative financial liabilities	74	–	–	–	–	(41)	33
Lease liabilities	496	(232)	17	(1)	29	–	309

The accompanying notes form an integral part of and should be read in conjunction with these financial statements.

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. GENERAL

Addvalue Technologies Ltd (the "Company") (Registration Number 199603037H) is a limited liability company incorporated and domiciled in Singapore and listed on the Main Board of the Singapore Exchange Securities Trading Limited ("SGX-ST"). The registered office and principal place of business of the Company is located at 202 Bedok South Avenue 1 #01-11 Singapore 469332.

The principal activity of the Company is that of investment holding.

The principal activities of its subsidiaries are disclosed in Note 13 to the financial statements.

The financial statements of the Group and the statement of financial position of the Company for the financial year ended 31 March 2026 were authorised for issue by the Board of Directors on the date of directors' statement.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES

2.1 Basis of preparation

The financial statements of the Group and the statement of financial position of the Company have been drawn up in accordance with the provisions of the Singapore Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)s") including related Interpretations of SFRS(I) ("SFRS(I) INT") and are prepared on the historical cost basis, except as disclosed in the accounting policies below.

The individual financial statements of each Group entity are measured and presented in the currency of the primary economic environment in which the entity operates (its functional currency). The financial statements of the Group and the statement of financial position of the Company are presented in United States dollar ("US$") which is also the functional currency of the Company, and all values presented are rounded to the nearest thousand ("US$'000"), unless otherwise indicated.

In the current financial year, the Group has adopted all the new and revised SFRS(I)s and SFRS(I) INTs that are relevant to its operations and effective for annual periods beginning on or after 1 April 2025. The adoption of these new or revised SFRS(I)s and SFRS(I) INTs did not result in changes to the Group's and Company's accounting policies, and has no material effect on the current or prior year's financial statement and is not expected to have a material effect on future periods.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.1 Basis of preparation (Continued)

SFRS(I) and SFRS(I) INT issued but not yet effective

At the date of authorisation of these statements, the following SFRS(I) and SFRS(I) INT that are relevant to the Group were issued but not yet effective:

SFRS (I)	Title	Effective date (annual periods beginning on or after)
SFRS(I) 9 SFRS(I) 7	Amendments to SFRS(I) 9 and SFRS(I) 7: *Amendments to the Classification and Measurement of Financial Instruments*	1 January 2026
Various	Annual improvements to SFRS(I)s - Volume 11	1 January 2026
SFRS(I) 18	Presentation and Disclosure in Financial Statements	1 January 2027
SFRS(I) 19	Subsidiaries without public accountability: *Disclosures*	1 January 2027
SFRS(I) 9, SFRS(I) 7	Amendments to SFRS(I) 9 and SFRS(I) 7: *Contracts Referencing Nature-dependent Electricity*	1 January 2026
SFRS(I) 10, SFRS(I) 1-28	Amendments to SFRS(I) 10 and SFRS(I) 1-28: *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*	To be determined

Consequential amendments were also made to various standards as a result of these new/revised standards.

The Group does not intend to early adopt any of the above new/revised standards, interpretations and amendments to the existing standards. Management anticipates that the adoption of the aforementioned revised/new standards, with the exception of SFRS(I) 18 *Presentation and Disclosure in Financial Statements* ("SFRS(I) 18"), will not have a material impact on the financial statements of the Group and the Company in the period of their initial adoption.

SFRS(I) 18, effective for annual periods beginning on or after 1 January 2027, replaces SFRS(I) 1-1 *Presentation of Financial Statements* and introduces new requirements for presentation and disclosure in financial statements. SFRS(I) 18 mandates a new structure for the statement of profit or loss and also requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements and the notes. As a consequential result of SFRS(I) 18 requirements, all entities are required to use the operating profit subtotal, instead of profit or loss, as the starting point for presenting operating cash flows under the indirect method. The classification of cash flows from dividends and interests in either operating, investing and financing cash flows is also fixed.

SFRS(I) 18 will apply retrospectively. The Group is still in the process of assessing the corresponding impact on the primary financial statements and notes to the financial statements.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.2 Basis of consolidation

The financial statements of the Group comprise the financial statements of the Company and its subsidiaries. Subsidiaries are entities (including structured entities) (i) over which the Group has power and the Group is (ii) able to use such power to (iii) affect its exposure, or rights, to variable returns from then through its involvement with them.

The Group reassesses whether it controls the subsidiaries if facts and circumstance indicate that there are changes to the one or more of the three elements of control.

When the Group has less than a majority of the voting rights of an investee, it still has power over the investee when the voting rights are sufficient, after considering all relevant facts and circumstances, to give it the practical ability to direct the relevant activities of the investee unilaterally. The Group considers, among others, the extent of its voting rights relative to the size and dispersion of holdings of the other vote holders, currently exercisable substantive potential voting rights held by all parties, rights arising from contractual arrangements and voting patterns at previous shareholders' meetings.

Subsidiaries are consolidated from the date on which control is transferred to the Group up to the effective date on which control ceases, as appropriate.

Intra-group assets and liabilities, equity, income, expenses and cashflows relating to intragroup transactions are eliminated on consolidation.

The financial statements of the subsidiaries used in the preparation of the financial statements are prepared for the same reporting date as that of the Company. Where necessary, accounting policies of subsidiaries have been changed to ensure consistency with the policies adopted by the Group.

Non-controlling interests are identified separately from the Group's equity therein. On an acquisition-by-acquisition basis, non-controlling interests may be initially measured either at fair value or at their proportionate share of the fair value of the acquiree's identifiable net assets. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity. Losses in the subsidiary are attributed to non-controlling interests even if this results in the non-controlling interests having a deficit balance.

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

When the Group loses control over a subsidiary, the profit or loss on disposal is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interests. Amounts previously recognised in other comprehensive income in relation to the subsidiary are accounted for (i.e. reclassified to profit or loss or transferred directly to accumulated profits) in the same manner as would be required if the relevant assets or liabilities were disposed of. The fair value of any investments retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under SFRS(I) 9 *Financial Instruments* or, when applicable, the cost on initial recognition of an investment in an associate or jointly controlled entity.

Investments in subsidiaries are carried at cost less any impairment loss that has been recognised in profit or loss in the Company's separate financial statements.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.3 Business combinations

The acquisition of subsidiaries is accounted for using the acquisition method when the acquired set of activities and assets constitute a business. When determining the acquired set of activities and assets constitute a business, the Group assesses whether the acquired set of activities and assets includes, at a minimum, an input and substantive process, which together contribute to the creation of outputs.

The Group has the option to apply a "concentration test" as a simplified assessment to determine whether an acquired set of activities and assets is not a business. The Group makes the election separately for each transaction or other event. The concentration test is met if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets.

The cost of the acquisition is measured at the aggregate of the fair values, at the date of exchange, of assets given, liabilities incurred or assumed, and equity instruments issued by the Group in exchange for control of the acquiree. For each business combination, the Group determines whether to measure the non-controlling interests in the acquiree at fair value or at proportionate share in the recognised amounts of the acquiree's identifiable net assets. Acquisition-related costs are recognised in profit or loss as incurred and included in administrative expenses.

The acquiree's identifiable assets, liabilities and contingent liabilities that meet the conditions for recognition under SFRS(I) 3 *Business Combinations* ("SFRS(I) 3") are recognised at their fair values at the acquisition date, except for non-current assets (or disposal groups) that are classified as held for sale in accordance with SFRS(I) 5 *Non-Current Assets Held for Sale and Discontinued Operations* ("SFRS(I) 5"), which are recognised and measured at the lower of cost and fair value less costs to sell.

The Group recognises any contingent consideration to be transferred for the acquiree at the fair value on the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement shall be 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* ("SFRS(I) 9"), is measured at fair value with the changes in fair value recognised in the statement of profit or loss 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 profit or loss.

Where a business combination is achieved in stages, the Group's previously held interests in the acquired entity are remeasured to fair value at the acquisition date (i.e. the date the Group attains control) and the resulting gain or loss, if any, is recognised in 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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.3 Business combinations (Continued)

The acquiree's identifiable assets, liabilities and contingent liabilities that meet the conditions for recognition under SFRS(I) 3 are recognised at their fair value at the acquisition date, except that:

- deferred tax assets or liabilities and liabilities or assets related to employee benefit arrangements are recognised and measured in accordance with SFRS(I) 1-12 *Income Taxes* and SFRS(I) 1-19 *Employee Benefits respectively*;
- liabilities or equity instruments related to the replacement by the Group of an acquiree's share-based payment awards are measured in accordance with SFRS(I) 2 *Share-based Payment*; and
- assets (or disposal groups) that are classified as held for sale in accordance with SFRS(I) 5 are measured in accordance with that Standard.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (see below), or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed as of the acquisition date that, if known, would have affected the amounts recognised as of that date.

The measurement period is the period from the date of acquisition to the date the Group obtains complete information about facts and circumstances that existed as of the acquisition date, and is subject to a maximum of one year.

Goodwill arising on acquisition is recognised as an asset at the acquisition date and is initially measured at cost, being the excess of the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value of the acquirer previously held equity interest (if any) in the entity over net acquisition-date fair value amounts of the identifiable assets acquired and the liabilities assumed.

If, after reassessment, the Group's interest in the net fair value of the acquiree's identifiable net assets exceeds the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value of the acquirer's previously held equity interest in the acquiree (if any), the excess is recognised immediately in profit or loss as a bargain purchase gain.

For the purpose of impairment testing, goodwill is allocated to each of the Group's cash-generating units expected to benefit from the synergies of the combination. Cash-generating units to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit (including the goodwill), the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in a subsequent period.

The attributable amount of goodwill is included in the determination of gain or loss on disposal of the subsidiary or jointly controlled entity.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.4 Revenue recognition

Revenue from contracts with its customers is recognised when or as the Group satisfies a performance obligation by transferring a promised goods or service generated in the ordinary course of the Group's activities to its customer, at a transaction price that reflects the consideration the Group expects to be entitled in exchange for the goods or service and that is allocated to that performance obligation. The goods or service is transferred when or as the customer obtains control of the goods or service.

<u>Sale of finished products and components</u>

The Group sells a range of tele-communication and satellite communication equipment to its customers. Revenue is recognised at a point in time when control of the goods is transferred to the end customers (i.e. when the goods are delivered in accordance with the applicable incoterms or/and terms and conditions and significant risks and rewards of ownership of the goods have been transferred to the customer). A corresponding receivable is recognised for the consideration that is unconditional when only the passage of time is required before the payment is due.

<u>Design and service income</u>

Design and service relates to testing services on products sold. Revenue is recognised at a point in time when the services are completed. A corresponding receivable is recognised for the consideration that is unconditional when only the passage of time is required before the payment is due.

The transaction price is allocated to each performance obligation in the contract on the basis of the relative stand-alone selling prices of the promised services.

<u>Warranty obligations</u>

The Group provides a two-year assurance-type warranty for the sale of goods. These warranties are accounted for under SFRS(I) 1-37 *Provisions, Contingent Liabilities and Contingent Assets* ("SFRS(I) 1-37") (see Note 25).

<u>Financing components</u>

The Group does not extend credit terms beyond one year and does not expect, at contract inception, that the period between when the Group transfers a promised goods or service to a customer and when the customer pays for that goods or service to be beyond one year. Accordingly, the Group does not adjust the promised amount of consideration for the effects of a significant financing components.

2.5 Borrowing costs

Borrowing costs are recognised in profit or loss in the period in which they are incurred.

2.6 Retirement benefits costs

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due. Payments made to state-managed retirement benefit schemes, such as the Singapore Central Provident Fund, 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.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.7 Employee leave entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the end of the financial year.

2.8 Income tax

Income tax expense represents the sum of the tax currently payable and deferred tax.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported profit or loss because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are not taxable or tax deductible. The Group's liability for current tax is calculated using tax rates (and tax laws) that have been enacted or substantively enacted in countries where the Company and subsidiaries operate by the end of the financial year.

Deferred tax is recognised on the differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit, and are accounted for using the balance sheet liability method. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit and does not give rise to equal taxable and deductible temporary differences.

Deferred tax liabilities are recognised on taxable temporary differences arising on investments in subsidiaries and associates, and interests in joint ventures, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

A deferred income tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilised.

The carrying amount of deferred tax assets is reviewed at the end of each financial year and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset realised based on the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the financial year and based on the tax consequence that will follow from the manner in which the Group expects, at the end of the financial year, to recover or settle the carrying amounts of its assets and liabilities except for the investment properties where investment properties measured at fair value are presented to be recovered entirely through sale.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.8 Income tax (Continued)

Current and deferred tax are recognised as an expense or income in profit or loss, except when they relate to items credited or debited directly to equity, in which case the tax is also recognised directly in equity, or where they arise from the initial accounting for a business combination. In the case of a business combination, the tax effect is taken into account in calculating goodwill or determining the excess of the acquirer's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities over cost.

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

- when the sales tax that is incurred on purchases is not recoverable from the tax authorities, in which case the sales tax is recognised as part of cost of acquisition of the asset or as part of the expense item as applicable; and

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

2.9 Foreign currency transactions and translation

Foreign currency transactions are translated into the individual entities' respective functional currencies at the exchange rates prevailing on the date of the transaction. At the end of each financial year, monetary items denominated in foreign currencies are retranslated at the rates prevailing as of the end of the financial year. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on the settlement of monetary items, and on retranslation of monetary items are included in profit or loss for the year. Exchange differences arising on the retranslation of non-monetary items carried at fair value are included in profit or loss for the year except for differences arising on the retranslation of non-monetary items in respect of which gains and losses are recognised directly in equity. For such non-monetary items, any exchange component of that gain or loss is also recognised directly in equity through other comprehensive income.

Exchange differences relating to assets under construction for future productive use, are included in the cost of those assets where they are regarded as an adjustment to interest costs on foreign currency borrowings.

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Group's foreign operations (including comparatives) are expressed in United States dollars using exchange rates prevailing at the end of the financial year. Income and expense items (including comparatives) are translated at the average exchange rates for the period, unless exchange rates fluctuated significantly during that period, in which case the exchange rates at the dates of the transactions are used. Exchange differences arising, if any, are classified as equity and transferred to the Group's translation reserve. Such translation differences are recognised in profit or loss in the period in which the foreign operation is disposed off.

On consolidation, exchange differences arising from the translation of the net investment in foreign entities (including monetary items that, in substance, form part of the net investment in foreign entities), and of borrowings and other currency instruments designated as hedges of such investments, are taken to the foreign currency translation reserve.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing rate.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.10 Property, plant and equipment

Buildings held for use in the production or supply of goods or services, or for administrative purposes, are shown at cost less any subsequent accumulated depreciation, and where applicable, accumulated impairment losses.

Plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses. The cost of plant and equipment includes its purchase price and any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Dismantlement, removal or restoration costs are included as part of the cost of plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the plant and equipment.

Subsequent expenditure relating to property, plant and equipment is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in profit or loss when incurred.

Depreciation is charged so as to write off the cost of assets over their estimated useful lives, using the straight-line method, on the following bases:

	Useful lives (Years)
Leasehold buildings (over the lease term)	3
Laboratory equipment	5
Furniture, fittings and office equipment	5 - 6
Computers and software	5
Toolings	3
Renovations	6

For right-of-use assets for which ownership of the underlying asset is not transferred to the Group by the end of the lease term, depreciation is charged over the lease term, using the straight-line method. The lease periods are disclosed in Note 31.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The estimated useful lives, residual values and depreciation methods are reviewed, and adjusted as appropriate, at the end of each financial year.

The gain or loss, being the difference between the sales proceeds and the carrying amount of the asset, arising on disposal or retirement of an item of property, plant and equipment is recognised in profit or loss. Any amount in the revaluation reserve relating to that asset is transferred to accumulated profits directly.

Fully depreciated property, plant and equipment are retained in the financial statements until they are no longer in use.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.11 Intangible assets

Acquired intangible assets

Acquired intangible assets are measured initially at cost. Subsequent to initial recognition, the intangible assets are reported at cost less accumulated amortisation and accumulated impairment losses.

Acquired intangible assets have either finite or indefinite useful life.

Intangible assets with finite useful life are amortised over its useful life, using its straight-line method.

The amortisation charge is recognised in profit or loss and is assessed for impairment when there is an indication that the intangible asset may be impaired. The estimated amortisation period and amortisation methods are reviewed, and adjusted as appropriate, at the end of each financial year.

Intangible assets with indefinite useful life are not amortised, but tested for impairment annually, and whenever there is an indication that the intangible asset may be impaired. The indefinite useful life of an intangible asset is reviewed at the end of each financial year and where events and circumstances do not continue to support the indefinite useful life assessment for that asset, a change from indefinite to finite useful life is accounted for as a change in accounting estimate and adjusted prospectively.

The intangible asset is derecognised upon disposal or when no future economic benefits are expected from its use or disposal, with any gain or loss arising from the derecognition of an intangible asset, being the difference between the net disposal proceeds and the carrying amount of the asset, recognised in profit or loss.

Internally generated intangible assets

Expenditure from the research phase of an internal project to create an intangible asset is expensed in profit or loss when it is incurred. Where the research phase cannot be distinguished from the development phase of an internal project, the Group treats the expenditure on that project as if it were incurred in the research phase only.

An internally-generated intangible asset arising from development (or from the development phase of an internal project) is recognised, if, and only if, all the following have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- the intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- how the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible assets; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.11 Intangible assets (Continued)

Internally generated intangible assets (Continued)

The amount initially recognised for internally-generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. Where no internally-generated intangible asset can be recognised, development expenditure is charged to profit or loss in the period in which it is incurred.

Subsequent to initial recognition, internally-generated intangible assets are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets acquired separately.

The amortisation charge is recognised in profit or loss and is assessed for impairment when there is an indication that the intangible asset may be impaired. The estimated amortisation period and amortisation methods are reviewed, and adjusted as appropriate, at the end of each financial year.

(i) Development expenditure

Internally generated development expenditure are stated at cost less accumulated amortisation and impairment loss. Amortisation is charged to the profit or loss on the straight-line basis over the estimated useful life of 10 years.

(ii) Intellectual properties

Separately acquired patents are stated at cost less accumulated amortisation and impairment loss. Amortisation is charged to the profit or loss on the straight-line basis over the estimated useful life of 7 years.

(iii) Computer software

Separately acquired computer software is stated at cost less accumulated amortisation and impairment loss. Amortisation is charged to the profit or loss on the straight-line basis over the estimated useful life of 5 years.

2.12 Investments in associates

An associate is an entity over which the Group has significant influence, being the power to participate in the financial and operating policy decisions of the entity but is not of control or of joint control of those policies, and generally accompanying a shareholding of 20% or more of the voting power.

On acquisition of the associate, any excess of the cost of the investment over the Group's share of the net fair value of the associate 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 associate identifiable assets and liabilities over the cost of the investment is included as income in the determination of the Group's share of the associate's profit or loss in the reporting period in which the investment is acquired. Investments in associates are carried at cost less any impairment loss that has been recognised in profit or loss in the Company's separate financial statements.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.12 Investments in associates (Continued)

The results and assets and liabilities of an associate are incorporated in these financial statements using the equity method of accounting, except when the investment is classified as held-for-sale, in which case it is accounted for under SFRS(I) 5 from the date on which the investee become held-for-sale. Under the equity method, investments in associates are carried at cost as adjusted for post-acquisition changes in the Group's share of the net assets of the associate, less any impairment loss of individual investments. The Group's share of losses in an associate in excess of the Group's interest in that associate (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate) are not recognised, unless the Group has incurred legal or constructive obligations or made payments on behalf of the associate. Distributions received from the associate reduce the carrying amount of the investment. Any goodwill arising on the acquisition of the Group's interest in an associate is accounted for in accordance with the Group's accounting policy for goodwill arising on such acquisitions (see above).

Unrealised profits and losses are eliminated to the extent of the Group's interest in the associate. Unrealised losses are also eliminated in the same way as unrealised gains, but only to the extent that there is no impairment.

The Company has accounted for its investments in associates at cost in its separate financial statements.

2.13 Impairment of non-financial assets excluding goodwill

The Group reviews the carrying amounts of its non-financial assets as at each reporting date to assess for any indication of impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Irrespective of whether there is any indication of impairment, the Group also tests its intangible assets with indefinite useful lives and intangible assets not yet available for use for impairment annually by comparing their respective carrying amounts with their corresponding recoverable amounts.

The recoverable amount of an asset or cash-generating unit is the higher of its fair value less costs to sell and its value-in-use. 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.

An impairment loss for the amount by which the asset's carrying amount exceeds the recoverable amount is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.14 Financial instruments

The Group recognises a financial asset or a financial liability in its statement of financial position when, and only when, the Group becomes party to the contractual provisions of the instrument.

Financial assets

Initial recognition and measurement

With the exception of trade receivables that do not contain a significant financing component or for which the Company applies a practical expedient, all financial assets are initially measured at fair value, plus transaction costs, except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value. Such trade receivables that do not contain a significant financing component or for which the Company applies a practical expedient are measured at transaction price as defined in SFRS(I) 15 in Note 2.4.

The classification of the financial assets at initial recognition as subsequently measured at amortised cost and FVTPL depends on the Company's business model for managing the financial assets and the contractual cash flow characteristics of the financial asset.

The Group's business model refers to how the Group manages its financial assets in order to generate cash flows which determines whether cash flows will result from collecting contractual cash flows, selling financial assets or both.

The Group determines whether the asset's contractual cash flows are solely payments of principal and interest ("SPPI") on the principal amount outstanding to determine the classification of the financial assets.

Financial assets at amortised cost

A financial asset is subsequently measured at amortised cost if 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.

Subsequent to initial recognition, the financial asset at amortised cost are measured using the effective interest method and is subject to impairment. Gains or losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial instrument and allocating the interest income or expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts or payments (including all fees on 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 instrument, or where appropriate, a shorter period, to the net carrying amount of the financial instrument. Income and expense are recognised on an effective interest basis for debt instruments other than those financial instruments at fair value through profit or loss.

Interest income is accrued on a time basis, by reference to the principal outstanding and at effective interest rate applicable.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.14 Financial instruments (Continued)

Financial assets (Continued)

Financial assets at FVTPL

A financial asset is subsequently measured at FVTPL if the financial asset is a financial asset held for trading, is not measured at amortised cost or at fair value through other comprehensive income ("FVTOCI"), or is irrevocably elected at initial recognition to be designated FVTPL if, by designating the financial asset as FVTPL, eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise from measuring assets or liabilities or recognising the gains and losses on them on different bases.

Gains or losses are recognised in profit or loss.

Impairment of financial assets

The Group recognises a loss allowance for expected credit losses ("ECL") on financial assets measured at amortised cost. At each reporting date, the Group assesses whether the credit risk on a financial asset has increased significantly since initial recognition by assessing the change in the risk of a default occurring over the expected life of the financial instrument. Where the financial asset is determined to have low credit risk at the reporting date, the Group assumes that the credit risk on a financial assets has not increased significantly since initial recognition.

The Group uses reasonable and supportable forward-looking information that is available without undue cost or effort as well as past due information when determining whether credit risk has increased significantly since initial recognition.

Where the credit risk on that financial instrument has increased significantly since initial recognition, the Group measures the loss allowance for a financial instrument at an amount equal to the lifetime ECL. Where the credit risk on that 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 Group applies the simplified approach to recognise the ECL for trade receivables and contract assets, which is to measure the loss allowance at an amount equal to lifetime ECL. As a practical expedient, the Group uses an allowance matrix derived based on historical credit loss experience adjusted for current conditions and forecasts of future economic conditions for measuring ECL.

While they are not financial assets, contract assets arising from the Group's contracts with customers under SFRS(I) 15 are assessed for impairment in accordance with SFRS(I) 9, similar to that of trade receivables.

The amount of ECL or reversal thereof that is required to adjust the loss allowance at the reporting date to the amount that is required to be recognised is recognised in profit or loss.

The Group directly reduces the gross carrying amount of a financial asset when the entity has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof.

For details on the Group's accounting policy for its impairment of financial assets, refer to Note 39.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.14 Financial instruments (Continued)

Financial assets (Continued)

Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the financial asset expire, or it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership of the financial asset 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 receivables.

Financial liabilities and equity instruments

Classification as debt or equity

Financial liabilities and equity instruments issued by 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 the Group after deducting all of its liabilities. Equity instruments are recorded at the proceeds received, net of direct issue costs.

Ordinary share capital

Ordinary share capital is classified as equity. Incremental costs directly attributable to the issue of ordinary shares and share options are recognised as a deduction from equity.

Financial liabilities

Initial recognition and measurement

All financial liabilities are recognised on trade date – the date on which the Group commits to purchase or sell the asset. All financial liabilities are initially measured at fair value, minus transaction costs, except for those financial liabilities classified as at fair value through profit or loss, which are initially measured at fair value.

Financial liabilities are classified as either financial liabilities at fair value through profit or loss or other financial liabilities.

Financial liabilities are classified as at fair value through profit or loss if the financial liability is either held for trading or it is designated as such upon initial recognition. Financial liabilities classified as at fair value through profit or loss comprise derivatives that are not designated or do not qualify for hedge accounting.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.14 Financial instruments (Continued)

Financial liabilities and equity instruments (Continued)

Financial liabilities (Continued)

Redeemable convertible bonds and convertible loan notes

Redeemable convertible bonds and convertible loan notes are treated as hybrid instruments, consisting of a liability component and embedded derivative component(s). The redeemable convertible bonds and convertible loan notes are designated as financial instruments that are carried at fair value through profit or loss in its entirety and therefore the embedded derivative are not recognised separately.

The redeemable convertible bonds and convertible loan notes are recognised initially at the fair value which is based on the issuance proceeds. Subsequently, the redeemable convertible bonds and convertible loan notes are carried at fair value with fair value changes being recognised in profit or loss on each reporting date.

Derivative financial instruments

Warrant liabilities

Derivatives are initially recognised at their fair values at the date the derivative contract is entered into and are subsequently remeasured to their fair values at the end of each financial year. Fair value changes on derivatives that are not designated or do not qualify for hedge accounting are recognised in profit or loss when the changes arise.

Other financial liabilities

Trade and other payables

Trade and other payables are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost, where applicable, using the effective interest method, with interest expense recognised on an effective yield basis. A gain or loss is recognised in profit or loss when the liability is derecognised and through the amortisation process.

Borrowings

Interest-bearing loans are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest method. Any difference between the proceeds (net of transaction costs) and the settlement or redemption of borrowings is recognised over the term of the borrowings in accordance with the Group's accounting policy for borrowing costs (see Note 2.5 above). A gain or loss is recognised in profit or loss when the liability is derecognised and through the amortisation process.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.14 Financial instruments (Continued)

Financial liabilities and equity instruments (Continued)

Other financial liabilities (Continued)

Financial guarantee contracts

The Company has issued corporate guarantees to banks and other financial institutions for facilities granted by them to certain subsidiaries and these guarantees qualify as financial guarantees because the Company is required to reimburse the banks and other financial institutions if these subsidiaries breach any repayment terms.

Financial guarantee contract liabilities are measured initially at their fair values plus transaction costs and subsequently at the higher of the amount of the loss allowance and the amount initially recognised less cumulative amortisation in accordance with SFRS(I) 15.

Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or they expire.

2.15 Inventories

Inventories are stated at the lower of cost and net realisable value. Raw materials comprise purchase costs accounted for on a weighted average basis. Work-in-progress and finished goods comprise cost of direct materials, direct labour and an attributable proportion of manufacturing overheads based on normal operating capacity. These costs are assigned on a first-in first-out basis.

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

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

2.16 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and other short-term highly liquid investments which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.17 Leases

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

Where a contract contains more than one lease component, the Group allocates the consideration in the contract to each lease component on the basis of the relative standalone price of the lease component. Where the contract contains non-lease components, the Group applied the practical expedient to not to separate non-lease components from lease components, and instead account for each lease component and any associated non-lease components as a single lease component.

The Group recognises a right-of-use asset and lease liability at the lease commencement date for all lease arrangement for which the Group is the lessee, except for leases which have lease term of 12 months or less and leases of low value assets for which the Group applied the recognition exemption allowed under SFRS(I) 16 *Leases* ("SFRS(I) 16"). For these leases, the Group recognises the lease payment as an expense on a straight-line basis over the term of the lease.

The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, less any lease incentives received, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located. For right-of-use assets relates to property, plant and equipment to which the Group applies the revaluation model, the Group elected not to apply the revaluation model to all of the right-of-use assets that relate to that class of property, plant and equipment.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term. When the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option, the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property, plant and equipment. The right-of-use asset is also reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability, where applicable.

Right-of-use assets are presented within "property, plant and equipment".

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the lessee's incremental borrowing rate.

The Group generally uses the incremental borrowing rate as the discount rate. To determine the incremental borrowing rate, the Group obtains a reference rate and makes certain adjustments to reflect the terms of the lease and the asset leased.

The lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments less any lease incentive receivable,
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date,

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.17 Leases (Continued)

The lease payments included in the measurement of the lease liability comprise the following: (Continued)

- amounts expected to be payable under a residual value guarantee,

- the exercise price under a purchase option that the Group is reasonably certain to exercise, and

- payments of penalties for terminating the lease if the Group is reasonably certain to terminate early and lease payments for an optional renewal period if the Group is reasonably certain to exercise an extension option.

The lease liability is measured at amortised cost using the effective interest method. The Group remeasures the lease liability when there is a change in the lease term due to a change in assessment of whether it will exercise a termination or extension or purchase option or due to a change in future lease payment resulting from a change in an index or a rate used to determine those payment.

Where there is a remeasurement of the lease liability, a corresponding adjustment is made to the right-of-use asset or in profit or loss where there is a further reduction in the measurement of the lease liability and the carrying amount of the right-of-use asset is reduced to zero.

2.18 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the financial year, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows, which is discounted using a pre-tax discount rate.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received, and the amount of the receivable can be measured reliably.

Changes in the estimated timing or amount of the expenditure or discount rate are recognised in profit or loss as they arise.

A provision is recognised for onerous contracts when the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received under it and is measured at the lower of the cost of fulfilling it and any expected cost of terminating it. In determining the cost of fulfilling the contract, the Group includes both the incremental costs and an allocation of others costs that relate directly to fulfilling contracts. Before a separate provision for an onerous contract is established, the Group recognises any impairment loss that has occurred on assets used in fulfilling the contract.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTINUED)

2.19 Government grants

Government grants are recognised when there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an expense, the grant is recognised as income in profit or loss on a systematic basis over the periods in which the related costs, for which the grants are intended to compensate, is expensed. Where the grant relates to an asset, the grant is recognised as deferred capital grant on the statement of financial position and is amortised to profit or loss over the expected useful life of the relevant asset by equal annual instalment.

2.20 Contingencies

A contingent liability is:

(i) a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group; or

(ii) a present obligation that arises from past events but is not recognised because:

(a) it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or

(b) the amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group.

Contingencies are not recognised on the statement of financial position of the Group, except for contingent liabilities assumed in a business combination that are present obligations and which the fair value can be reliably determined.

2.21 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the group of executive directors and the chief executive officer who makes strategic decisions.

3. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

The Group made judgements, estimates and assumptions about the carrying amounts of assets and liabilities that were not readily apparent from other sources in the application of the Group's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors that are considered to be reasonable under the circumstances. Actual results may differ from the estimates.

3.1 Critical judgements made in applying the Group's accounting policies

Determination of functional currency

The Group translates foreign currency items into the respective functional currencies of the Company and its subsidiaries. In determining the functional currencies of the respective entities, judgement is used by the Group to determine the currency of the primary economic environment in which the respective entities operate. Consideration factors include the currency that mainly influences sales prices of goods and services and the currency of the country whose competitive forces and regulations mainly determines the sales prices of its goods and services.

Capitalisation of development expenditure

The Group follows the guidance of SFRS(I) 1-38 *Intangible Assets* ("SFRS(I) 1-38") in determining the amount and nature of development expenditure to be capitalised as development costs. This determination requires significant judgement. The Group assesses, among other factors, if the product or process is technically feasible and if the Group has sufficient technical, financial and other resources to use or market the product or process. In addition, the Group also applies its judgement to assess the probability of expected future economic benefits that are attributable to the use of this capitalised development expenditure that will flow to the Group.

3.2 Key sources of estimation uncertainty

The estimates and assumptions 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.

Impairment assessment of development expenditure

The Group determines whether there is any indication development expenditure may be impaired at least on an annual basis. Irrespective of whether there is any indication of impairment, the Group also performed impairment assessment annually for development expenditure not yet available for use by comparing its carrying value with its recoverable amount. This requires an estimation of the probable future economic benefits that are expected to be generated by the products, applications and processes that are developed by the Group.

The Group's assessments are based on the estimation of the value-in-use of the assets defined in SFRS(I) 1-36 *Impairment of Assets* ("SFRS(I)1-36") by forecasting the expected future cash flows for a period of up to 10 years, using a suitable discount rate in order to calculate the present value of those cash flows. In determining the value-in-use, the Group has considered the key inputs, including the discount rate and growth rate, as well as key assumptions applied. The discounted cash flows are derived from the budget prepared by the management and approved by the Board of Directors and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the asset's performance of the cash generating unit being tested. The recoverable amount is most sensitive to sales quantities forecasted for the existing products and the growth rate used for extrapolation purposes.

3. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

3.2 Key sources of estimation uncertainty (Continued)

In preparing the budgets, management also assumed competitive but stable market conditions and continued acceptability of products sold. The carrying value of the Group's development expenditure as at 31 March 2026 is US$8,151,000 (2025: US$8,356,000). There is no impairment loss recognised in respect of its development expenditure as at 31 March 2026 and 2025. Further details of the key assumptions applied in the impairment assessment of development expenditure are disclosed in Note 15.

Inventory valuation method

Inventory is valued at the lower of cost and net realisable value. Management reviews the Group's inventory levels in order to identify slow-moving and obsolete inventory and identifies items of inventory which have a market price, being the selling price quoted from the market of similar items, that is lower than its carrying amount. Management then estimates the amount of inventory loss as an allowance on inventory. Changes in demand levels, technological developments and pricing competition could affect the saleability and values of the inventory which could then consequentially impact the Group's results, cash flows and financial position. The carrying amount of the Group's inventories as at 31 March 2026 was US$6,796,000 (2025: US$8,688,000) (Note 18).

Measurement of ECL of trade receivables

The Group assesses its trade receivables on an individual basis for any expected credit loss by considering all reasonable and supportable information, such as past events, current conditions and forecasts of future economic conditions of each debtor. The expected loss allowance on the Group's trade receivables as at 31 March 2026 is US$132,000 (2025: US$47,000) (Note 39).

Measurement of ECL of amounts due from subsidiaries

The Company uses amongst other factors, the financial position of the subsidiaries, the past financial performance and cash flow trends, adjusted for the outlook of the industry and economy in which the subsidiaries operate in. Impairment on these balances has been measured on 12–months expected loss basis which reflects low credit risk of the exposures. Using 12-month ECL, the expected loss allowance on the Company's amounts due from subsidiaries as at 31 March 2026 is US$66,000 (2025: US$46,000) (Note 39).

Impairment of investments in subsidiaries

At the end of each financial year, an assessment is made on whether there are indicators that the Group's and the Company's investments are impaired. Where necessary, the Group's and Company's assessments are based on the estimation of the value-in-use of the assets defined in SFRS(I) 1-36 by forecasting the expected future cash flows for a period of up to 5 years, using a suitable discount rate in order to calculate the present value of those cash flows. In determining the value-in-use, the Company has considered the key inputs, including the discount rate and growth rate, as well as key assumptions applied. The Company's carrying amount of investments in subsidiaries as at 31 March 2026 was US$28,626,000 (2025: US$19,085,000) (Note 13).

3. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONTINUED)

3.2 Key sources of estimation uncertainty (Continued)

Useful lives of development expenditure

The cost of development expenditure is amortised on a straight-line basis over their respective estimated useful lives. Management estimates the useful lives to be 10 years. Changes in the expected useful lives or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. Therefore, future amortisation charges could be revised. The carrying amount of the Group's development expenditure included as intangible assets as at 31 March 2026 was US$8,151,000 (2025: US$8,356,000) (Note 15).

Depreciation of property, plant and equipment

The Group depreciates the property, plant and equipment over their estimated useful lives after taking into account of their estimated residual values. The estimated useful life reflects management's estimate of the period that the Group intends to derive future economic benefits from the use of the Group's property, plant and equipment. The residual value reflects management's estimated amount that the Group would currently obtain from the disposal of the asset, after deducting the estimated costs of disposal, as if the asset was already of the age and in the condition expected at the end of its useful life. Changes in the expected level of usage and technological developments could affect the economics, useful lives and the residual values of these assets which could then consequentially impact future depreciation charges. The carrying amount of the Group's property, plant and equipment at 31 March 2026 was US$1,671,000 (2025: US$1,058,000) (Note 12).

Deferred tax assets

Deferred tax assets are recognised for all unused tax losses and capital allowances to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the timing and level of future taxable profits together with future tax planning strategies. In determining the timing and level of future taxable profits together with future tax planning strategies, the Group assessed the probability of expected future cash inflows based on expected revenues from existing orders and contracts for the next year.

Where taxable profits are expected in the foreseeable future, deferred tax assets are recognised on unused tax losses and capital allowances. The carrying amount of the Group's deferred tax assets as at 31 March 2026 was US$1,269,000 (2025: US$377,000) (Note 16).

4. REVENUE

	Group 2026 US$'000	Group 2025 US$'000
Sale of finished products and components	21,704	14,762
Design and service income	3,129	766
	24,833	15,528

Transaction price allocated to the remaining unsatisfied or partially satisfied performance obligations and expected to be realised in the following financial years:

	2026 US$'000	2025 US$'000
Within one year	21,467	9,201
After one year within five years	1,364	–
	22,831	9,201

The disaggregation of revenue from contracts with customers is as follows:

	Reportable segments					
	Sale of finished products and components		Design and service income		Total	
	2026 US$'000	2025 US$'000	2026 US$'000	2025 US$'000	2026 US$'000	2025 US$'000
Geographical markets[(a)]						
Europe, Middle East and Africa ("EMEA")	2,305	737	239	–	2,544	737
America	6,142	4,991	1,241	–	7,383	4,991
Asia Pacific	13,257	9,034	1,649	766	14,906	9,800
	21,704	14,762	3,129	766	24,833	15,528
Timing of revenue recognition						
Goods transferred at a point in time	21,704	14,762	–	–	21,704	14,762
Services transferred at a point in time	–	–	3,129	766	3,129	766
	21,704	14,762	3,129	766	24,833	15,528

(a) The disaggregation is based on the region of customers from which revenue was generated.

5. OTHER OPERATING INCOME

	Group	
	2026 US$'000	2025 US$'000
Government grants received *	404	597
Gain on liquidation of subsidiaries (Note 13)	423	115
Gain from extinguishment of derivative financial liabilities (Note 40)	33	–
Fair value gain on derivative financial liabilities (Note 40)	–	41
Foreign exchange gain, net	–	8
One-off payload service fee income to a third party	–	182
Others	21	27
Interest income	47	–
	928	970

* Included in government grants is an amount of US$309,000 (2025: US$534,000) recognised and received during the financial year under Economic Development Board's Research and Development Scheme and Enterprise Singapore's Innovation and Productivity initiatives.

6. OTHER OPERATING EXPENSES

	Group	
	2026 US$'000	2025 US$'000
Amortisation of intangible assets (Note 15)	895	941
Depreciation of property, plant and equipment (Note 12)	500	407
Allowance for stock obsolescence (Note 18)	388	477
Laboratory usage	278	271
Loss from extinguishment of financial liabilities at FVTPL	435	–
Fair value loss from financial liabilities at FVTPL, net	–	132
Office expenses	–	115
Repairs and maintenance	–	102
Utilities	–	46
Foreign exchange loss, net	139	–
Inventories written off (Note 18)	805	16
Other receivables written off	20	1
Property, plant and equipment written off	–	2
Others	15	13
	3,475	2,523

7. FINANCE EXPENSES

	Group	
	2026 US$'000	2025 US$'000
Interest on bills payable	–	20
Interest on convertible loan notes	49	90
Interest on redeemable convertible bonds	111	231
Interest on loans	9	72
(Reversal of interest)/Interest on late payment to service providers	(60)	4
Interest on lease liabilities	10	17
Loan facilities fees	2	32
	121	466

8. PROFIT BEFORE INCOME TAX

The following charges were included in the determination of profit before income tax:

	Note	Group	
		2026 US$'000	2025 US$'000
Directors' remuneration of the Group			
- Remuneration and contribution to defined contribution plans	36	394	308
- Directors' fees	36	161	156
Audit fees paid/payable to auditors of the Company		108	101
Employee benefits expense*		6,136	3,524
Operating lease expenses		107	101
Inventories recognised as an expense in cost of sales	18	8,313	4,394
Professional fee		372	565
Provision for expected credit loss on trade receivables	39	85	44

* This includes the amount shown as directors' remuneration.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

9. INCOME TAX CREDIT

	Group	
	2026	**2025**
	US$'000	**US$'000**
Current tax expense:		
- Current financial year	170	19
- Under provision in prior year	16	–
	186	19
Deferred tax expense:		
- Origination and reversal of temporary differences	(927)	(341)
Income tax credit	(741)	(322)

Reconciliation of effective tax rate is as follows:

	Group	
	2026	**2025**
	US$'000	**US$'000**
Profit before income tax	4,092	1,631
Tax at the applicable tax rate of 17%	696	277
Tax effects of:		
- Expenses not deductible for tax purposes	364	496
- Income not subject to tax	(62)	(246)
- Different tax rates in other countries	–	1
- Deferred tax assets not recognised	–	10
- Utilisation of deferred tax assets previously not recognised	(1,742)	(828)
- Tax concessions	(13)	(32)
- Under provision in prior year	16	–
Income tax credit	(741)	(322)

The Group has unutilised tax losses, provisions and accelerated tax depreciation, which can be carried forward indefinitely and used to offset against future taxable income subject to meeting certain statutory requirements. The following items were not recognised as deferred tax assets due to uncertainty of its recoverability.

9. INCOME TAX CREDIT (CONTINUED)

	Group	
	2026 US$'000	2025 US$'000
Unutilised tax losses	55,725	66,945
Provisions	266	190
Accelerated tax depreciation	2,357	1,459
	58,348	68,594

The reconciliation of effective tax rate is prepared by aggregating separate reconciliations for each national jurisdiction.

The Company and Singapore subsidiaries

The Company and Singapore subsidiaries are subject to an applicable tax rate of 17%.

Hong Kong

The subsidiary is subject to an applicable tax rate of Nil% (2025: 8.25% to 16.5%).

10. EARNINGS PER SHARE

Basic and diluted earnings per share is calculated by dividing the profit for the year attributable to equity holders of the Group by the weighted average number of ordinary shares outstanding during the financial year.

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

	2026	2025
Profit for the purpose of calculating basic and diluted earnings per share (profit for the year attributable to the Company) (US$'000)	4,833	1,953
Weighted average number of ordinary shares for the purpose of calculating basic and diluted earnings per share	3,392,706,119	3,242,032,092
Basic and diluted earnings per share (US$ cents)	0.14	0.06

For the current financial year, the basic and diluted earnings per share are the same as there were no potential ordinary shares of redeemable convertible bonds, convertible loan notes and warrants outstanding as at reporting date.

10. EARNINGS PER SHARE (CONTINUED)

In the previous financial year, there were no potential dilutive ordinary shares of redeemable convertible bonds, convertible loan notes and warrants. Therefore, no shares were assumed to have been issued on the deemed exercise of the Company's outstanding redeemable convertible bonds, convertible loan notes and warrants during the financial year ended 31 March 2025.

Accordingly, the diluted earnings per share for financial years ended 31 March 2026 and 2025 was the same as the basic earnings per share.

The weighted average number of ordinary shares for financial years ended 31 March 2026 and 2025 were computed based on the issued and allotment of ordinary shares as disclosed in Note 33.

11. EMPLOYEE BENEFITS EXPENSE

	Group	
	2026 US$'000	**2025 US$'000**
Employee benefits expense (including directors):		
- Salaries, bonuses and others	6,407	4,363
- Contribution to defined contribution plans	631	442
	7,038	4,805
Directors' fees	161	156
	7,199	4,961

12. PROPERTY, PLANT AND EQUIPMENT ("PPE")

Group	Leasehold building US$'000	Laboratory equipment US$'000	Furniture, fittings and office equipment US$'000	Computers and software US$'000	Toolings US$'000	Renovations US$'000	Total US$'000
Cost							
At 1 April 2024	581	1,329	132	1,124	766	211	4,143
Additions	–	208	31	256	62	7	564
Disposal	–	–	(28)	–	–	–	(28)
Written off	–	(351)	(14)	(598)	(584)	–	(1,547)
At 31 March 2025	581	1,186	121	782	244	218	3,132
Additions	–	669	14	298	4	128	1,113
Written off	–	–	–	(62)	–	–	(62)
At 31 March 2026	581	1,855	135	1,018	248	346	4,183
Accumulated depreciation							
At 1 April 2024	113	1,049	111	1,030	726	211	3,240
Depreciation charge for the financial year	194	126	16	50	21	–	407
Disposal	–	–	(26)	–	–	–	(26)
Written off	–	(351)	(14)	(598)	(584)	–	(1,547)
At 31 March 2025	307	824	87	482	163	211	2,074
Depreciation charge for the financial year	194	188	11	73	21	13	500
Written off	–	–	–	(62)	–	–	(62)
At 31 March 2026	501	1,012	98	493	184	224	2,512
Carrying amount							
At 31 March 2026	80	843	37	525	64	122	1,671
At 31 March 2025	274	362	34	300	81	7	1,058

Property, plant and equipment includes right-of-use assets of US$99,000 (2025: US$299,000) which are presented together with the owned assets of the same class as the underlying assets. Details of the right-of-use assets are disclosed in Note 31(a).

During the financial year, the Group acquired property, plant and equipment for an aggregate of approximately US$1,113,000 (2025: US$564,000) of which US$Nil (2025: US$29,000) was acquired by means of a lease.

13. SUBSIDIARIES

	Company	
	2026	2025
	US$'000	US$'000
Unquoted equity shares, at cost	70,716	70,716
Less: Impairment losses	(42,090)	(51,631)
	28,626	19,085
Movement in cost of investments are as follows:		
At beginning and end of the year	70,716	70,716
Movement in allowance for impairment losses are as follows:		
At beginning of the year	51,631	51,631
Reversal during the year	(9,541)	–
At end of the year	42,090	51,631

The recoverable amount of investment in a subsidiary was determined based on the estimation of the VIU of the CGU by forecasting the expected future cash flows for a period up to 10 years, using a suitable discount rate in order to calculate the present value of those cash flows.

Management assessed the recoverable amount of its investment in a subsidiary, Addvalue Innovation Pte. Ltd. ("AVI") as at 31 March 2026 based on discounted cash flow projections, resulting in a reversal of impairment. The reversal is supported by observable improvements in AVI's recent financial performance, which exceeded prior year forecasts, and strengthened revenue visibility from sales orders secured. As this reflects a change in estimates used to determine the recoverable amount, a reversal of impairment has been recognised accordingly.

The key assumptions on which management has based its cash flow projections are as follows:

Discount rate: The discount rate of 20.4% to 21.9% (2025: 20.0% to 21.3%) is based on the weighted average cost of the Group's capital (the "WACC"), adjusted for the specific circumstances of the CGU and based on management's experience, and re-grossed to arrive at the pre-tax rate.

Growth rates: Annual growth rates used to extrapolate cash flows are based on past performance and the market development adjusted for the specific circumstances of the CGU and based on management's experience. The growth rates used during the projection periods range from 0% to 34% (2025: 0% to 51%).

Gross profit margin: The forecasted gross profit margin of 22% to 60% (2025: 25% to 68%) was determined based on historical operating results of the CGU, taking into consideration recent gross profit trends, existing customer contracts, anticipated selling prices, expected cost structures and management's assessment of future market conditions. The assumptions are consistent with past experience where applicable and reflect management's best estimate of future performance.

13. SUBSIDIARIES (CONTINUED)

The recoverable amount of the Company's investment in AVI is as follows:

	2026
	US$'000
Value-in-use	28,626

The cashflows in the projection period are primarily driven by and sensitive to the following key assumptions:

- The ability of AVI to achieve projected revenue growth through the performance of its existing outlets as well as the gradual expansion of its business network.
- The ability of AVI to maintain stable demand for its SPC and ADRS related products and optimise its product mix to improve the overall sales and margins.
- The projected revenue growth rates are based on management expectations of market demand in the SPC and ADRS sector and AVI's historical operating performance.
- The projected profit margins are based on historical performance, expected product mix, supplier pricing arrangements and operating cost efficiencies within the business operations.
- The discount rates applied to the cash flow projections are based on Weighted Average Cost of Capital calculated, taking into consideration country risk and the capital structure of comparable companies.

13. SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows:

Name of subsidiaries	Principal activities	Country of incorporation and place of business	Percentage of equity interest held by the Group 2026 %	2025 %
Held by the Company				
Addvalue Communications Pte Ltd [1]	Design, development and distribution of tele-communication equipment and related products	Singapore	100	100
Addvalue Innovation Pte Ltd [1]	Design, development and distribution of tele-communication equipment and related products	Singapore	100	100
Zhongxin Chuangzhi Holding Pte. Ltd. [1] [3]	Investment holding	Singapore	–	100
Addvalue Capital Pte. Ltd. [1]	Investment holding	Singapore	100	100
Addvalue Global Limited [2] [4]	Business development, sale and marketing of satellite communication equipment (dormant)	Hong Kong	–	100
Held by Addvalue Innovation Pte Ltd				
Addvalue Solutions Pte. Ltd. [1]	Design and supply of communication products and services	Singapore	100	100
Held by Addvalue Capital Pte. Ltd.				
Revere Space Inc. [2]	Business development, sale and marketing of satellite communication products and services (dormant)	United States of America	100	100

(1) Audited by Forvis Mazars LLP, Singapore.
(2) Audited by Amba Partners CPA Limited for the purpose of deregistration. (2025: Not required to be audited by law in the country of incorporation.)
(3) Deregistered on 9 February 2026.
(4) Deregistered on 8 August 2025.

13. SUBSIDIARIES (CONTINUED)

Effects of the liquidation of subsidiaries are as follows:

	Group	
	2026 US$'000	2025 US$'000
Proceeds from liquidation of subsidiaries	–	64
Less: carrying amount of net liabilities as at the date of liquidation date	423	51
Gain on liquidation of subsidiaries (Note 5)	423	115

14. ASSOCIATE

	Group and Company	
	2026 US$'000	2025 US$'000
Equity shares, at cost	*	*
Impairment losses	*	*
Carrying amount	*	*

Details of the associate are as follows:

Name of associate	Principal activities	Country of incorporation and place of business	Percentage of equity interest held by the Group		Cost of investment to the Company	
			2026 %	2025 %	2026 US$'000	2025 US$'000
Addvalue Communications Inc ("AVCI") (1)	Ceased operations	United States of America	23	23	*	*

(1) Not required to be audited by law in the country of incorporation.

The associate, AVCI has ceased operation since 2009.

* *Denotes amount < US$1,000*

15. INTANGIBLE ASSETS

Group	Development expenditure US$'000	Intellectual properties US$'000	Computer software US$'000	Total US$'000
Cost				
At 1 April 2024	30,694	90	1,357	32,141
Additions	1,150	–	–	1,150
At 31 March 2025	31,844	90	1,357	33,291
Additions	690	–	–	690
At 31 March 2026	32,534	90	1,357	33,981
Accumulated amortisation				
At 1 April 2024	11,782	44	1,357	13,183
Amortisation charge for the financial year	941	–	–	941
At 31 March 2025	12,723	44	1,357	14,124
Amortisation charge for the financial year	895	–	–	895
At 31 March 2026	13,618	44	1,357	15,019
Accumulated impairment				
At 1 April 2024, 31 March 2025 and 31 March 2026	10,811	–	–	10,811
Carrying amount				
At 31 March 2026	8,105	46	–	8,151
At 31 March 2025	8,310	46	–	8,356

Included in the development expenditure is an amount of US$2,303,000 (2025: US$2,127,000) pertaining to development projects not yet available for use.

The Group invests in development activities to build its base of proprietary products, applications and processes. The net carrying value of development expenditure amounting to US$8,105,000 (2025: US$8,310,000) represents development costs incurred for the development of various core technological elements in mobile satellite communication terminals and related applications, including radio frequency and antenna design, new embedded firmware and hardware systems, digital communication and baseband processing and application firmware to ensure continual innovation, competitiveness and future proof of terminal design and related applications. The carrying value of development expenditure is expected to be recovered from probable future economic benefits that are expected to be generated from the sales of the wide portfolio of existing products and the commercial exploitation of related applications over the useful mobile satellite service lifetime. The amortisation of development expenditure amounting to US$895,000 (2025: US$941,000) was charged to other operating expenses in the consolidated statement of profit or loss and other comprehensive income.

15. INTANGIBLE ASSETS (CONTINUED)

The individual development projects of which respective carrying amounts are more than 10% of the total intangible assets in either 2026 or 2025 are as follows:

	Group	
	2026	**2025**
Carrying amount	**US$'000**	**US$'000**
Project 1	879	1,124
Project 2	2,590	2,914
Project 3	790	922
Project 4 (In progress)	1,509	1,342

Included in the development expenditure are the capitalisation of the employee benefits expense of US$586,000 for the current financial year (2025: US$764,000).

Impairment losses of development expenditure

For the purpose of impairment testing, development expenditure has been allocated to the Group's cash-generating units ("CGUs") as follows:

	Group	
	2026	**2025**
	US$'000	**US$'000**
Advance Digital Radio Solutions ("ADRS")	690	777
Space Connectivity ("SPC")	7,415	7,533
	8,105	8,310

The recoverable amounts of the remaining CGUs have been determined based on value-in-use using cash flow projections based on financial budgets approved by management.

15. INTANGIBLE ASSETS (CONTINUED)

Impairment losses of development expenditure (Continued)

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

	SPC		ADRS	
	2026	2025	2026	2025
Growth rates (1)	0% to 34%	0% to 51%	0% to 17%	0% to 49%
Gross profit margin (2)	58% to 60%	56% to 68%	22% to 29%	25% to 30%
Discount rate (3)	20.4%	21.3%	21.9%	20.0%
Cash flow projections (years)	10	10	10	10

(1) Revenue annual growth rates used to extrapolate cash flows are based on past performance and the market development adjusted for the specific circumstances of the CGU and based on management's experience.

(2) The forecasted gross profit margin was determined based on historical operating results of the CGU, taking into consideration recent gross profit trends, existing customer contracts, anticipated selling prices, expected cost structures and management's assessment of future market conditions. The assumptions are consistent with past experience where applicable and reflect management's best estimate of future performance.

(3) The discount rate applied is based on the weighted average cost of the Group's capital (the "WACC"), adjusted for the specific circumstances of the CGUs, and based on management's experience, and grossed-up to arrive at the pre-tax rate.

Based on the value-in-use, no impairment losses were recognised in "Other operating expenses" for the financial years ended 31 March 2026 and 2025.

Sensitivity analysis for impairment losses of development expenditure

The Group expects certain products to be competitive and if sales achieved in the forecast year dropped from 23% to 38% (2025: 40% to 81%) from the Group's forecasted quantities, with other assumptions remaining constant, the carrying amount of certain developments will show additional impairment losses of the CGUs as follow:

	Group	
	Carrying amount US$'000	Additional impairment loss US$'000
2026		
ADRS	690	–
SPC	7,415	–
2025		
ADRS	777	–
SPC	7,533	–

16. DEFERRED TAX ASSETS/(LIABILITIES)

	Group	
	2026 US$'000	2025 US$'000
Deferred tax assets	1,269	377
Deferred tax liabilities	(1,386)	(1,421)

The components and movement of deferred tax assets and deferred tax liabilities during the financial year are as follows:

Group	Tax losses (Note (a)) US$'000	Development expenditure US$'000	Total US$'000
At 1 April 2024	–	(1,385)	(1,385)
Recognised in the profit or loss			
- Relates to origination and reversal of temporary differences (Note 9)	377	(36)	341
At 31 March 2025	377	(1,421)	(1,044)
Recognised in the profit or loss			
- Relates to origination and reversal of temporary differences (Note 9)	892	35	927
At 31 March 2026	1,269	(1,386)	(117)

(a) Deferred tax assets are recognised to the extent that realisation of the related tax benefits through future taxable profits is probable.

17. TRADE RECEIVABLES

	Group	
	2026 US$'000	2025 US$'000
Trade receivables	7,301	3,852
Less: loss allowance (Note 39)	(132)	(47)
	7,169	3,805
Presented by:		
Non-current	129	106
Current	7,040	3,699
	7,169	3,805

The Group's trade receivables are non-interest bearing and are generally ranging from 0 to 60 (2025: 0 to 30) days term except for the trade receivable amounted to US$129,000 (2025: US$106,000), which is expected to be recovered in financial year ending 31 March 2028 (2025: 31 March 2027). They are recognised at their original invoice amounts which represent their fair values on initial recognition.

18. INVENTORIES

	Group	
	2026 US$'000	2025 US$'000
Finished goods	112	558
Raw materials	4,325	6,990
Semi-finished goods	2,359	1,140
	6,796	8,688

The cost of inventories recognised as an expense and included in "cost of sales" amounted to US$8,313,000 (2025: US$4,394,000). Finished goods, raw materials and semi-finished goods of the Group are stated at cost after the write-off of inventories of US$805,000 (2025: US$16,000), included in "Other operating expenses" (Note 6).

Following a review of the net realisable value of inventories, a write-down of inventories to net realisable value of US$388,000 (2025: US$477,000) was made during the year. The write-down was included in "Other operating expenses" (Note 6).

19. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	Group		Company	
	2026 US$'000	2025 US$'000	2026 US$'000	2025 US$'000
Deposits	139	173	–	13
Other receivables	1	1	1	1
Prepayments	303	758	2	10
	443	932	3	24

The Group's and Company's other receivables are unsecured, non-interest bearing and repayable on demand.

Prepayments mainly pertain to prepayments made to suppliers for the purchase of goods and other miscellaneous expenses.

20. FINANCIAL ASSETS AT FVTPL

	Group	
	2026 US$'000	2025 US$'000
Unquoted equity investment – at FVTPL	1,008	–

The investments in unquoted equity instruments classified at FVTPL relates to investment in Goldman Sachs US$ Standard VNAV Fund (the "Fund"). The Fund represents an investment in a collective investment scheme with no fixed or determinable cash flows and denominated in United States dollar.

As at 31 March 2026, the fair value of the Fund is determined based on the net asset value ("NAV") per unit reported by the fund administrator as at the reporting date. The NAV is derived from the fair value of the underlying investments held by the Fund.

In determining the appropriateness of NAV as a measure of fair value, the Group has considered the nature of the Fund's underlying investments, the frequency and timeliness of the NAV reporting, and the terms and conditions governing redemption. The Group has also assessed whether there are any material events or changes in market conditions subsequent to the NAV date that would require adjustment.

Based on the above, the Group is of the view that the reported NAV represents a reasonable approximation of fair value, and no material adjustments have been made.

21. DUE FROM/TO SUBSIDIARIES (NON-TRADE)

These non-trade balances are unsecured, interest-free and repayable on demand.

22. CASH AND BANK BALANCES

	Group		Company	
	2026 US$'000	2025 US$'000	2026 US$'000	2025 US$'000
Cash at bank	2,723	1,506	44	14
Cash in hand	–	*	–	–
Fixed deposits	4,537	–	–	–
Cash and bank balances	7,260	1,506	44	14

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

The effective interest rates of the cash and bank balances of the Group range from 2.95% to 3.34% (2025: Nil%) per annum. Interest rates reprice at intervals of one month. Fixed deposits are for a tenure of approximately 30 (2025: Nil) days.

* *Denotes amount < US$1,000*

23. TRADE PAYABLES

	Group	
	2026 US$'000	2025 US$'000
Trade payables		
- Third parties	2,055	4,156

Trade payables are non-interest bearing and the average credit period on purchases of supplies and services ranges from 31 to 60 days (2025: 31 to 60 days) according to the terms agreed with the suppliers.

24. OTHER PAYABLES AND ACCRUALS

	Group		Company	
	2026	2025	2026	2025
	US$'000	US$'000	US$'000	US$'000
Accrued operating expenses				
- Employee benefits	1,530	1,027	–	–
- Directors' fees (1)	–	16	–	16
- Others	395	832	65	357
Other payables	398	581	48	420
	2,323	2,456	113	793

(1) These amounts represented unpaid directors' fees which are unsecured, interest-free and repayable on demand.

Other payables are non-interest bearing and the average credit period on purchases of supplies and services ranges from 31 to 60 (2025: 31 to 60) days according to the terms agreed with the suppliers.

25. PROVISIONS

	Group		Company	
	2026	2025	2026	2025
	US$'000	US$'000	US$'000	US$'000
Directors' fees	161	156	161	156
Warranty	–	14	–	–
	161	170	161	156

Provision for directors' fees represents the amounts proposed for the current financial year and is subject to the shareholders' approval at the forthcoming annual general meeting of the Company.

The Group provided warranties from 1 to 2 years warranty on most products under which faulty products are repaired or replaced. The amount of the provision was based on the sales volume and experience with the level of repairs and returns.

25. PROVISIONS (CONTINUED)

Group	Directors' fees US$'000	Warranty US$'000	Total US$'000
2026			
At beginning of financial year	156	14	170
Provision	161	–	161
Utilisation	(156)	(14)	(170)
At end of financial year	161	–	161
2025			
At beginning of financial year	187	25	212
Provision	156	–	156
Utilisation	(187)	(11)	(198)
At end of financial year	156	14	170

Company	Directors' fees US$'000
2026	
At beginning of financial year	156
Provision	161
Utilisation	(156)
At end of financial year	161
2025	
At beginning of financial year	187
Provision	156
Utilisation	(187)
At end of financial year	156

26. BORROWINGS

	Group		Company	
	2026	2025	2026	2025
	US$'000	US$'000	US$'000	US$'000
Due within one year				
Loans (Note 27)	–	236	–	–
Convertible loan notes (Note 28)	–	766	–	766
	–	1,002	–	766
Due after one year or more				
Redeemable convertible bonds (Note 29)	–	3,484	–	3,484
	–	4,486	–	4,250
Total borrowings				
Loans (Note 27)	–	236	–	–
Convertible loan notes (Note 28)	–	766	–	766
Redeemable convertible bonds (Note 29)	–	3,484	–	3,484
	–	4,486	–	4,250

27. LOANS

	Group	
	2026	2025
	US$'000	US$'000
Due within one year	–	236

The loan was obtained by a subsidiary of the Company from a third-party company during the previous financial year and is denominated in Singapore dollar, bears a fixed interest rate at 1.2% per month and was unsecured and repayable in 12 monthly instalments. The loan was guaranteed by the Company. The loan has been fully repaid during the current financial year.

28. CONVERTIBLE LOAN NOTES ("CLN")

	Group and Company	
	2026 US$'000	2025 US$'000
Current liability		
Financial liability at FVTPL		
CLN 1	–	382
CLN 2	–	384
	–	766
Fair value of CLN and warrants on initial recognition	760	760
Derivative liability component on initial recognition	(66)	(66)
Liability component on initial recognition	694	694
Fair value loss	–	73
Exchange difference	(1)	(1)
Loss from extinguishment of CLN	97	–
Conversion during the financial year (Note 33)	(790)	–
	–	766

CLN 1 and 2

In 2024, the Company issued CLN in the aggregate principal amount of S$507,000 ("CLN 1") and S$513,500 ("CLN 2") respectively (approximately US$760,000 in aggregate), with an aggregate of 39,000,000 and 39,500,000 free detachable warrants (Note 30) respectively. The loan notes have a maturity of 24 months from its date of issue, and it shall bear a fixed interest of 9% per annum on its outstanding principal amount from the issued date, payable semi-annually in arrears.

The CLN comes with a redeemable feature, which allows the Company to redeem the CLN after the issue date till the maturity date.

The CLN are convertible at the option of the holders into 78,500,000 new ordinary shares in the capital of the Company at a conversion price of S$0.013 per conversion share, subjected to adjustments under certain situations, at any time from the issue date up to the date falling three business days prior to the maturity date.

The Company shall on the maturity date, redeem the CLN from the holders by repaying the outstanding loan principal in full and all interests that remain outstanding.

The instrument contains an embedded derivative and the Company has designated the entire instrument at fair value through profit or loss on initial recognition. As such, the embedded derivative is not separated.

During the financial year, S$1,020,500 (equivalent to US$790,000) of CLN were fully converted at a conversion price of S$0.013 per share, resulting in the issuance of 78,500,000 new ordinary shares in the capital of the Company (Note 33). No CLN remained outstanding as at the reporting date.

29. REDEEMABLE CONVERTIBLE BONDS

	Group and Company	
	2026	2025
	US$'000	US$'000
Non-current liability		
Financial liability at FVTPL		
Redeemable convertible bonds ("RCB")	–	3,484
At beginning of financial year	3,484	3,396
Fair value loss	–	75
Exchange difference	–	13
Loss from extinguishment of RCB	411	–
Redemption during the year	(136)	–
Conversion during the year (Note 33)	(3,759)	–
At end of financial year	–	3,484

On 4 November 2022 (the "Completion Date"), the Company issued RCB (the "bonds") with principal amount of S$5.0 million (approximately US$3.6 million) at a discounted price of S$0.931. The bonds have a maturity of 60 months from its date of issue and bear a fixed interest rate of 6% per annum on the amount outstanding under the bonds, which is payable on semi-anniversary of the Completion Date until the bonds principal is fully repaid.

The bonds come with a redeemable feature, which allows the Company to redeem the bonds after the third anniversary of the issue date till the maturity date.

The bonds are also convertible at the option of the holders into 294,490,588 new ordinary shares in the capital of the Company (the "conversion shares") at a fixed conversion price of S$0.017 per conversion share, subjected to adjustments under certain situations, at any time after completion date but not less than 10 days prior to the maturity date.

The Company shall on the maturity date, redeem the bonds from the holders by repaying the outstanding loan principal in full and all interest that remain outstanding.

The instrument contains an embedded derivative and the Company has designated the entire instrument at fair value through profit or loss on initial recognition. As such the embedded derivative is not separated.

During the financial year, the Group allotted and issued 284,342,971 shares to bondholders at the conversion price, following conversion of the RCB with an aggregate principal amount of S$4,834,000 (equivalent to US$3,759,000).

On 6 February 2026 and 11 March 2026, the Group redeemed the outstanding principal amounts of S$39,000 (equivalent to US$31,000) and S$134,000 (equivalent to US$105,000) respectively. Following the completion of the redemption exercise, no RCB remained outstanding as at the reporting date.

30. DERIVATIVE FINANCIAL LIABILITIES

	Group and Company	
	2026 US$'000	2025 US$'000
Warrant liabilities	–	33

The warrants are exercisable at the option of the holders into 78,500,000 new ordinary shares in the capital of the Company at a subscription price of S$0.013 per warrant shares at any time during the period commencing on and including the date of issue of the Warrants and expiring on the date immediately preceding second anniversary of the date of issue of the Warrants.

During the financial year, all 78,500,000 Warrants were fully exercised at a subscription price of S$0.013 per share, resulting in the issuance of 78,500,000 new ordinary shares in the capital of the Company (Note 33). No Warrants remained outstanding as at the reporting date.

31. THE GROUP AS A LESSEE

The Group leases industrial building and office equipment for three to five (2025: three to five) years .

Recognition exemptions

The Group has lease of office building and office equipment with lease terms of 12 months. For such leases, the Group has elected not to recognise right-of-use assets and lease liabilities.

31(a) Right-of-use assets

The carrying amount of right-of-use assets by class of underlying asset classified within property, plant and equipment as follows:

	Leasehold buildings US$'000	Furniture, fittings and office equipment US$'000	Computer US$'000	Total US$'000
Group				
At 1 April 2024	468	3	17	488
Addition	–	29	–	29
Written off	–	(2)	–	(2)
Depreciation	(194)	(5)	–	(199)
Reclassified to PPE	–	–	(17)	(17)
At 31 March 2025	274	25	–	299
Depreciation	(194)	(6)	–	(200)
At 31 March 2026	80	19	–	99

The total cash outflow for leases during the financial year ended 31 March 2026 is US$225,000 (2025: US$232,000).

31. THE GROUP AS A LESSEE (CONTINUED)

31(b) Lease liabilities

	Group	
	2026 US$'000	2025 US$'000
Lease liabilities - non-current	13	86
Lease liabilities - current	81	223
	94	309

The maturity analysis of lease liabilities is disclosed in Note 39.

31(c) Amounts recognised in profit or loss

	Group	
	2026 US$'000	2025 US$'000
Interest expense on lease liabilities	10	17

32. CONTRACT LIABILITIES

Contract liabilities relate to advances received for sales of goods. Revenue for sales of goods is recognised at the point in time although the customer pays for the services at the contract inception date. A contract liability is recognised for the advances received from the customers and is recognised as and when the performance obligation is satisfied.

Contract liabilities for the financial years ended 31 March 2026 and 2025 increased due to more advances received with the new order of contracts during the financial year.

The Group's revenue recognised in the financial years was included in the contract liabilities balance at the beginning of the respective financial years is as follows:

	Group		
	2026 US$'000	2025 US$'000	1 April 2024 US$'000
Amounts included in contract liabilities at the beginning of the financial year			
- Sales of goods	3,634	1,896	780

33. SHARE CAPITAL

	Group and Company			
	2026		2025	
	Number of ordinary shares	US$'000	Number of ordinary shares	US$'000
Issued and fully paid:				
At beginning of financial year	3,242,032,092	89,483	3,242,032,092	89,483
Issuance of new shares pursuant to conversion of CLN (A)	78,500,000	790	–	–
Issuance of new shares pursuant to exercise of warrants (B)	78,500,000	790	–	–
Issuance of new shares pursuant to conversion of RCB (C)	284,342,971	3,759	–	–
At end of financial year	3,683,375,063	94,822	3,242,032,092	89,483

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

(A) On 7 July 2025 to 8 July 2025, 19 November 2025, 15 December 2025, 22 December 2025 to 23 December 2025, the Group and the Company allotted and issued 12,500,000, 3,500,000, 33,500,000 and 29,000,000 new ordinary shares of the Group and the Company respectively at an exercise price of S$0.013 per shares for S$1,020,500 (equivalent to US$790,000) pursuant to conversion of CLN.

(B) On 7 July 2025 to 8 July 2025, 6 August 2025, 27 August 2025 to 28 August 2025, 19 November 2025, 15 December 2025, 22 December 2025 to 23 December 2025, the Group and the Company allotted and issued 13,500,000, 15,000,000, 3,500,000, 2,500,000, 15,000,000 and 29,000,000 new ordinary shares of the Group and the Company respectively at an exercise price of S$0.013 per shares for S$1,020,500 (equivalent to US$790,000) pursuant to exercise of warrants.

(C) On 11 September 2025, 11 November 2025, 5 January 2025, 15 January 2025 and 24 February 2025, the Group and the Company allotted and issued 67,383,587, 23,776,996, 44,379,812, 147,664,287 and 1,138,289 new ordinary shares of the Group and the Company respectively at a conversion price of S$0.017 per shares for S$4,834,000 (equivalent to US$3,759,000) pursuant to conversion of RCB.

These newly issued shares rank pari passu with the existing shares.

34. CAPITAL RESERVE

	Group	
	2026	2025
	US$'000	US$'000
At beginning and end of financial year	747	747
Representing non-distributable reserve		
Redemption of preference shares out of profits of a subsidiary *	747	747

* This amount arose from redemption of preference shares issued by a subsidiary in financial year 2012.

35. COMMITMENTS

Capital commitments

	Group	
	2026	2025
	US$'000	US$'000
Capital expenditure contracted but not provided for:		
- Commitments for renovation works	248	–

Other commitments

The Group has entered into agreements with professional advisors in connection with the proposed initial public offering ("IPO") undertaken by the Company's wholly-owned subsidiary, Addvalue Solutions Pte. Ltd.

	Group	
	2026	2025
	US$'000	US$'000
Expenditure contracted but not provided for:		
- Legal and professional fees	433	–
- Underwriting fees	400	–
- Audit and reporting accountant fees	300	–
	1,133	–

The proposed IPO is subject to approval by the shareholders of the Company at an extraordinary general meeting. In the absence of such approval, the Company may terminate the related agreements with professional advisors, and no material obligations are expected to arise in respect of these arrangements.

36. SIGNIFICANT RELATED PARTY TRANSACTIONS

A related party is defined as follows:

(a) A person or a close member of that person's family is related to the Group and Company if that person:

(i) Has control or joint control over the Company;

(ii) Has significant influence over the Company; or

(iii) Is a member of the key management personnel of the Group or Company or of a parent of the Company.

(b) An entity is related to the Group and Company if any of the following conditions applies:

(i) The entity and the Company are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).

(ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).

(iii) Both entities are joint ventures of the same third party.

(iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.

(v) The entity is a post-employment benefit plan for the benefit of employees of either the Company or an entity related to the Company. If the Company is itself such a plan, the sponsoring employers are also related to the Company.

(vi) The entity is controlled or jointly controlled by a person identified in (a).

(vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

(viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

<u>Key management personnel</u>

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the Group and the Company, directly or indirectly, including any director (whether executive or otherwise) of that company.

The effect of the Group's and Company's transactions and arrangements with related parties is reflected in these financial statements. The balances are unsecured, interest-free and repayable on demand unless otherwise stated.

36. SIGNIFICANT RELATED PARTY TRANSACTIONS (CONTINUED)

Compensation of directors and key management personnel

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

	Group	
	2026 US$'000	2025 US$'000
Salaries, bonus and others	1,315	1,194
Contribution to defined contribution plans	73	71
Directors' fees	161	156
Total compensation paid/payable to key management personnel	1,549	1,421
Comprised of amount proposed or due to:		
Directors of the Company		
- Directors' fees	161	156
- Remuneration and contribution to defined contribution plans	394	308
	555	464
Other key management personnel	994	957
	1,549	1,421

The remuneration of directors and key management personnel is determined by the Remuneration Committee having regard to the performance of individuals and market trends.

Outstanding balances owing to the directors of the Company are disclosed in Note 24 and 25. There have been no other related party transactions entered into during the financial year.

37. CONTINGENT LIABILITIES

As at 31 March 2026, the Company has given guarantees amounting to US$Nil (2025: US$236,000) to certain financial institutions in respect of facilities granted to one of the subsidiaries of the Group.

The Company has not recognised any liability in respect of the guarantees given to the financial institutions for the facilities granted to one of the subsidiaries of the Group as the Company's directors have assessed that the possible amount is not material, and it is not probable that the subsidiaries will default on repayment.

As at the end of the financial year, the total amount of loans drawn-down and outstanding covered by the guarantees are US$Nil (2025: US$236,000). Such guarantees are in the form of a financial guarantee as they require the Company to reimburse the respective financial institutions if the subsidiary to which the guarantees were extended fail to make principal or interest repayments when due in accordance with the terms of the borrowings. There has been no default or non-repayment since the utilisation of the facility.

As at the end of the financial year, the Company had also given undertakings to certain subsidiaries to provide continued financial support to these subsidiaries to enable them to operate as going concerns and to meet their obligations as and when they fall due for at least 12 months from the financial year end.

38. SEGMENT INFORMATION

For management purposes, the Group is organised into business units based on their geographical areas as the Group's risks and rates of return are affected predominantly by geographical areas.

The Group is engaged in a single business of sales of telecommunication equipment and related products and components and provision of related design services. During the reporting years, the Group has three reportable segments, as described below, which are the Group's strategic business units. For each of the strategic business units, the directors review internal management reports on a regular basis. The following summary describes the operations in each of the Group's reportable segments:

- Segment 1: EMEA included sales made to customers based in Spain, United Arab Emirates ("UAE"), Belgium, Italy, France, Germany and other countries within the region;

- Segment 2: America included sales made to customers based in United States of America and other countries within the region;

- Segment 3: Asia Pacific included sales made to customers based in Singapore, Korea, Australia, Japan and other countries within the region.

Except as indicated above, no operating segments have been aggregated to form the above reportable operating segments.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which in certain respects, as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements. Group's financing (including finance costs) and income taxes are managed on a group basis and are not allocated to operating segments. There is no transfer pricing between operating segments as there is no inter-segment transaction.

Segment profit is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

The Group operates from Asia Pacific region. Segment assets and liabilities for other segments (EMEA and America) mainly includes the balances with the customers or suppliers located in the respective regions. Other segment assets (mainly comprising intangible assets, property, plant and equipment and inventories) and other segment liabilities are presented based on its location, being the Asia Pacific region.

38. SEGMENT INFORMATION (CONTINUED)

The accounting policies of the reportable segments are the same as the Group's accounting policies described in Note 2.21.

2026	EMEA US$'000	America US$'000	Asia Pacific US$'000	Consolidated US$'000
Revenue				
Total revenue from external customers	2,544	7,383	14,906	24,833
Gross profit	1,327	3,850	7,773	12,950
Other operating income				928
Overhead expenses*				(9,665)
Finance expenses				(121)
Profit before income tax				4,092
Income tax credit				741
Profit for the year				4,833
Segment assets				
- Segment assets	1,652	1,451	29,395	32,498
- Deferred tax assets	–	–	1,269	1,269
Total assets				33,767
Segment liabilities				
- Segment liabilities	1,059	4,008	9,104	14,171
- Deferred tax liabilities	–	–	1,386	1,386
Total liabilities				15,557
Other information:				
Capital expenditure				
- Property, plant and equipment	–	–	1,113	1,113
- Intangible assets	–	–	690	690
Depreciation and amortisation**	142	415	838	1,395

* Overhead expenses mainly represent selling and distribution expenses, administrative expenses, provision for expected credit loss on trade receivables and other operating expenses, which are not directly attributable to revenue generated from customers.

** Depreciation and amortisation were allocated based on revenue contribution from each segment.

38. SEGMENT INFORMATION (CONTINUED)

2025	EMEA	America	Asia Pacific	Consolidated
	US$'000	US$'000	US$'000	US$'000
Revenue				
Total revenue from external customers	737	4,991	9,800	15,528
Gross profit	384	2,603	5,109	8,096
Other operating income				970
Overhead expenses*				(6,969)
Finance expenses				(466)
Profit before income tax				1,631
Income tax credit				322
Profit for the year				1,953
Segment assets				
- Segment assets	12	1,256	23,077	24,345
- Deferred tax assets	–	–	377	377
Total assets				24,722
Segment liabilities				
- Segment liabilities	47	285	14,931	15,263
- Deferred tax liabilities	–	–	1,421	1,421
Total liabilities				16,684
Other information:				
Capital expenditure				
- Property, plant and equipment (1)	–	–	535	535
- Intangible assets	–	–	1,150	1,150
Depreciation and amortisation**	64	433	851	1,348

* Overhead expenses mainly represent selling and distribution expenses, administrative expenses, provision for expected credit loss on trade receivables and other operating expenses, which are not directly attributable to revenue generated from customers.

** Depreciation and amortisation were allocated based on revenue contribution from each segment.

(1) Excluding additions of right-of-use assets of US$29,000.

38. SEGMENT INFORMATION (CONTINUED)

Non-current assets of the Group are located in Singapore. Revenue from external customers is mainly derived from sales of Satcom, SPC and ADRS embedded platform and services.

Breakdown of the revenue is as follows:

	Group	
	2026 **US$'000**	**2025** **US$'000**
SPC product and related services	13,545	8,437
ADRS embedded platform and related services	9,725	6,174
Satcom product and related services	214	151
Design services and others	1,349	766
	24,833	15,528

The countries from which the Group derives revenue are mainly as follows:

	Revenue	
	2026 **US$'000**	**2025** **US$'000**
Country of domicile		
- Singapore	11,388	6,935
Foreign countries		
- United States of America	6,669	4,501
- Australia	141	26
- Spain	232	3
- Japan	3,331	2,684
- Italy	22	300
- Belgium	84	302
- Uruguay	714	490
- France	1,824	75
- Germany	382	–
- Others*	46	212
	24,833	15,528

* Others comprise China, Hong Kong, Korea, Denmark, United Kingdom and etc.

<u>Major customers</u>

In 2026, revenue of the Group was attributable to major customers based in Singapore and Japan (2025: Singapore) amounted to US$12,235,000 (2025: US$6,486,000).

39. FINANCIAL INSTRUMENTS AND FINANCIAL RISKS

The Group's activities expose it to credit risk, market risks (including foreign currency risk and interest rate risk) and liquidity risk. The Group's overall risk management strategy seeks to minimise adverse effects from the volatility of financial markets 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 management then establishes the detailed policies such as authority levels, oversight responsibilities, risk identification and measurement, exposure limits and hedging strategies, in accordance with the objectives and underlying principles approved by the Board of Directors. The Audit and Risk Committee provides independent oversight to the effectiveness of the risk management process. It is and has been throughout the current and previous financial year, the Group's policy that no trading in derivatives for speculative purposes shall be undertaken.

There have been no changes 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.

Credit risk

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in a loss to the Group. The Group has adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral where appropriate, as a means of mitigating the risk of financial loss from defaults. The Group performs ongoing credit evaluation of its counterparties' financial condition and generally does not require collateral.

The Group's and Company's major classes of financial assets are cash and bank balances and trade and other receivables. Bank balances are mainly deposits with banks with high credit-ratings assigned by international credit rating agencies and the Group does not expect the impairment loss from bank balances to be material, if any.

To assess and manage its credit risk, the Group categorises the aforementioned financial assets according to their risk of default. The Group defines default to have taken place when internal or/and external information indicates that the financial asset is unlikely to be received, which could include a breach of debt covenant, default of interest due for more than 30 days, but not later than when the financial asset is more than 90 days past due as per SFRS(I) 9's presumption.

Due to the nature of the industry that the Group operates in where repayment periods are generally longer and the industry and Group's customary practise, the Group has rebutted the presumption included in SFRS(I) 9 that there has been a significant increase in credit risk since initial recognition when financial assets are more than 30 days past due. The Group has determined that there has been a significant increase in credit risk since initial recognition when financial assets are more than 90 days past due.

In their assessment, the management considers, amongst other factors, the latest relevant credit ratings from reputable external rating agencies where available and deemed appropriate, historical credit experiences, latest available financial information and latest applicable credit reputation of the debtor.

39. FINANCIAL INSTRUMENTS AND FINANCIAL RISKS (CONTINUED)

Credit risk (Continued)

The Group's internal credit risk grading categories are as follows:

Category	Description	Basis of recognising ECL
1	Low credit risk [Note 1]	12-months ECL
2	Non-significant increase in credit risk since initial recognition and financial asset is ≤ 90 days past due	12-months ECL
3	Significant increase in credit risk since initial recognition [Note 2] or financial asset is > 90 days past due	Lifetime ECL
4	Evidence indicates that financial asset is credit-impaired [Note 3]	Difference between financial asset's gross carrying amount and present value of estimated future cash flows discounted at the financial asset's original effective interest rate
5	Evidence indicates that the management has no reasonable expectations of recovering the write off amount [Note 4]	Written-off

Note 1. Low credit risk

The financial asset is determined to have low credit risk if the financial assets have a low risk of default, the counterparty has a strong capacity to meet its contractual cash flow obligations in the near term and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the counterparty to fulfil its contractual cash flow obligations. Generally, this is the case when the Group assesses and determines that the debtor has been, is in and is highly likely to be, in the foreseeable future and during the (contractual) term of the financial asset, in a financial position that will allow the debtor to settle the financial asset as and when it falls due.

Note 2. Significant increase in credit risk

In assessing whether the credit risk of the financial asset has increased significantly since initial recognition, the Group compares the risk of default occurring on the financial asset as of reporting date with the risk of default occurring on the financial asset as of date of initial recognition, and considered reasonable and supportable information, that is available without undue cost or effort, that is indicative of significant increases in credit risk since initial recognition. In assessing the significance of the change in the risk of default, the Group considers both past due (i.e. whether it is more than 90 days past due) and forward looking quantitative and qualitative information. Forward looking information includes the assessment of the latest performance and financial position of the debtor, adjusted for the Group's future outlook of the industry in which the debtor operates based on independently obtained information (e.g. expert reports, analyst's reports etc.) and the most recent news or market talks about the debtor, as applicable. In its assessment, the Group will generally, for example, assess whether the deterioration of the financial performance and/or financial position, adverse change in the economic environment (country and industry in which the debtor operates), deterioration of credit risk of the debtor, etc. is in line with its expectation as of the date of initial recognition of the financial asset. 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 contract payments are >90 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

39. FINANCIAL INSTRUMENTS AND FINANCIAL RISKS (CONTINUED)

Credit risk (Continued)

Note 3. Credit impaired

In determining whether financial assets are credit-impaired, the Group assesses whether one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Evidence that a financial asset is credit impaired includes the following observable data:

- Significant financial difficulty of the debtor;
- Breach of contract, such as a default or being more than 90 days past due;
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation; or
- The disappearance of an active market for the financial asset because of financial difficulties.

Note 4. Write off

Generally, the Group writes off, partially or fully, the financial asset when it assesses that there is no realistic prospect of recovery of the amount as evidenced by, for example, the debtor's lack of assets or income sources that could generate sufficient cash flows to repay the amounts subjected to the write-off.

The Group performs ongoing credit evaluation of its counterparties' financial condition and generally does not require collateral.

The Group and Company do not have any significant credit exposure to any single counterparty or any groups of counterparties having similar characteristics.

With reference to Note 27, the Company provides financial guarantees to certain banks and other financial institutions in respect of facilities granted to one of its subsidiaries. The date when the Group becomes a committed party to the guarantee is considered to be the date of initial recognition for the purpose of assessing the financial asset for impairment. In determining whether there has been a significant risk of a default occurring on the drawn-down facilities, the Group considered the change in the risk that the specified debtor (i.e. the applicable subsidiaries) will default on the contract. The Company assessed that the credit risk relating to the financial guarantees is insignificant to the Company.

As at the end of the financial year, there was significant concentration of credit risk. Trade receivables from 6 (2025: 6) customers accounted for approximately 75% (2025: 83%) of total trade receivables of the Group. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statements of financial position.

39. FINANCIAL INSTRUMENTS AND FINANCIAL RISKS (CONTINUED)

Credit risk (Continued)

Trade receivables (Note 17)

The Group uses the practical expedient under SFRS(I) 9 in the form of allowance matrix to measure the ECL for trade receivables, where the loss allowance is equal to lifetime ECL.

The ECL for trade receivables are estimated using an allowance matrix by reference to the historical credit loss experience of the customers for the last 3 years prior to the respective reporting dates for various customer groups that are assessed by geographical locations, product types and internal ratings, adjusted for forward looking factors specific to the debtors and the economic environment which could affect the ability of the debtors to settle the financial assets. In considering the impact of the economic environment on the ECL rates, the Group assesses, for example, the gross domestic production growth rates of the countries (eg. United States of America) and the growth rates of the major industries which its customers operate in.

Trade receivables are written off when there is evidence to indicate that the customer is in severe financial difficulty such as being under liquidation or bankruptcy and there are no reasonable expectations for recovering the outstanding balances.

The age analysis of trade receivables is as follows:

	Group	
	2026	**2025**
	US$'000	**US$'000**
Not past due and not impaired	4,769	2,344
- Past due 0 to 3 months	2,400	1,460
- Past due 3 to 6 months	*	1
- Past due more than 6 months	–	–
Past due but not impaired	2,400	1,461
	7,169	3,805
Past due and impaired	132	47
	7,301	3,852

* *Denotes amount < US$1,000*

39. FINANCIAL INSTRUMENTS AND FINANCIAL RISKS (CONTINUED)

Credit risk (Continued)

Other receivables (Note 19)

As of 31 March 2026, the Group recorded gross other receivables and deposits of US$1,000 and US$139,000 (2025: US$1,000 and US$173,000) respectively. The Group assessed the loss allowance of these amounts on a lifetime ECL basis consequent to their assessment and conclusion that these other receivables and deposits are of low credit risk. In its assessment of the credit risk of the other receivables, the Group considered amongst other factors, the financial position of the other receivables as of 31 March 2026, the past financial performance and cashflow trends, adjusted for the outlook of the industry and economy in which the receivables operate in. Using lifetime ECL, the Group determined that the ECL is US$Nil (2025: US$Nil).

Due from subsidiaries (Note 21)

As of 31 March 2026, the Company recorded other receivables from subsidiaries of US$7,150,000 (2025: US$7,580,000) consequent to an extension of loans to the subsidiaries. The Company assessed the loss allowance of these amounts on a 12-month ECL basis consequent to their assessment and conclusion that these receivables are of low credit risk. In its assessment of the credit risk of the subsidiaries, the Company considered amongst other factors, the financial position of the subsidiaries as of 31 March 2026, the past financial performance and cashflow trends, adjusted for the outlook of the industry and economy in which the subsidiaries operate in. Using 12-month ECL, the Company determined that the ECL is US$66,000 (2025: US$46,000).

The movement in the loss allowance during the financial year and the Group's exposure to credit risk in respect of the trade and other receivables is as follows:

	Trade receivables			Other receivables
Internal credit risk grading	**Note (i) US$'000**	**Category 3 US$'000**	**Total US$'000**	**Category 1 US$'000**
Loss allowance				
Balance at 1 April 2024	–	3	3	–
Loss allowance recognised	–	44	44	–
Balance at 31 March 2025	–	47	47	–
Loss allowance recognised	–	85	85	–
Balance at 31 March 2026	–	132	132	–
Gross carrying amount				
At 31 March 2025	3,805	47	3,852	174
At 31 March 2026	7,169	132	7,301	140
Net carrying amount				
At 31 March 2025	3,805	–	3,805	174
At 31 March 2026	7,169	–	7,169	140

Note (i) For trade receivables, the Group uses the practical expedient under SFRS(I) 9 in the form of an allowance matrix to measure the ECL, where the loss allowance is equal to lifetime ECL.

39. FINANCIAL INSTRUMENTS AND FINANCIAL RISKS (CONTINUED)

Credit risk (Continued)

The movement in the loss allowance during the financial year and the Company's exposure to credit risk in respect of the amounts due from subsidiaries is as follows:

Internal credit risk grading	Amounts due from subsidiaries Category 1 US$'000
Loss allowance	
Balance at 1 April 2024 and 31 March 2025	46
Net remeasurement of loss allowance	20
At 31 March 2026	66
Gross carrying amount	
At 31 March 2025	7,626
At 31 March 2026	7,216
Net carrying amount	
At 31 March 2025	7,580
At 31 March 2026	7,150

Market risks

The Group's activities expose it primarily to the financial risks of changes in foreign currency exchange rates and interest rates. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

Foreign currency risk

The Group is exposed to foreign currency risk on certain income, expenses, monetary assets and liabilities that are denominated in currencies other than the functional currencies of the respective entities in the Group. The currencies giving rise to this risk are Singapore dollar and British Sterling Pound.

39. FINANCIAL INSTRUMENTS AND FINANCIAL RISKS (CONTINUED)

Market risks (Continued)

Foreign currency risk (Continued)

The carrying amounts of the Group's and of the Company's foreign currency denominated financial assets and financial liabilities as at the end of the financial year are as follows:

Group	**United States dollar**	**Singapore dollar**	**Others***	**Total**
2026	**US$'000**	**US$'000**	**US$'000**	**US$'000**
Financial assets				
Trade receivables	5,197	1,971	1	7,169
Other receivables and deposits	–	140	–	140
Financial assets at FVTPL	1,008	–	–	1,008
Cash and bank balances	5,128	2,132	–	7,260
	11,333	4,243	1	15,577
Financial liabilities				
Trade payables	1,642	413	–	2,055
Other payables and accruals	339	1,943	41	2,323
Lease liabilities	–	94	–	94
	1,981	2,450	41	4,472
Net financial assets/(liabilities)	9,352	1,793	(40)	11,105
Less: Net financial assets denominated in the respective entities' functional currencies	(9,352)	–	–	(9,352)
Foreign currency exposure	–	1,793	(40)	1,753

39. FINANCIAL INSTRUMENTS AND FINANCIAL RISKS (CONTINUED)

Market risks (Continued)

Foreign currency risk (Continued)

Group 2025	United States dollar US$'000	Singapore dollar US$'000	Euro US$'000	Renminbi US$'000	Others* US$'000	Total US$'000
Financial assets						
Trade receivables	1,815	1,989	–	1	–	3,805
Other receivables and deposits	13	161	–	–	–	174
Cash and bank balances	778	566	–	–	162	1,506
	2,606	2,716	-	1	162	5,485
Financial liabilities						
Trade payables	3,864	292	–	–	–	4,156
Other payables and accruals	235	2,179	4	–	38	2,456
Borrowings	–	4,486	–	–	–	4,486
Derivative financial liabilities	–	33	–	–	–	33
Lease liabilities	–	309	–	–	–	309
	4,099	7,299	4	–	38	11,440
Net financial (liabilities)/assets	(1,493)	(4,583)	(4)	1	124	(5,955)
Less: Net financial liabilities/ (assets) denominated in the respective entities' functional currencies	1,493	–	–	(1)	–	1,492
Foreign currency exposure	–	(4,583)	(4)	–	124	(4,463)

* Others comprise British Sterling Pound and Malaysian Ringgit.

39. FINANCIAL INSTRUMENTS AND FINANCIAL RISKS (CONTINUED)

Market risks (Continued)

Foreign currency risk (Continued)

Company	United States dollar US$'000	Singapore dollar US$'000	Total US$'000
2026			
Financial assets			
Other receivables and deposits	–	1	1
Due from subsidiaries (non-trade)	7,150	–	7,150
Cash and bank balances	–	44	44
	7,150	45	7,195
Financial liabilities			
Other payables and accruals	–	113	113
Due to subsidiaries (non-trade)	537	–	537
	537	113	650
Net financial assets/(liabilities)	6,613	(68)	6,545
Less: Net financial assets denominated in the Company's functional currency	(6,613)	–	(6,613)
Foreign currency exposure	–	(68)	(68)
2025			
Financial assets			
Other receivables and deposits	13	1	14
Due from subsidiaries (non-trade)	7,580	–	7,580
Cash and bank balances	–	14	14
	7,593	15	7,608
Financial liabilities			
Other payables and accruals	31	762	793
Borrowings	–	4,250	4,250
Derivative financial liabilities	–	33	33
Due to subsidiaries (non-trade)	537	–	537
	568	5,045	5,613
Net financial assets/(liabilities)	7,025	(5,030)	1,995
Less: Net financial assets denominated in the Company's functional currency	(7,025)	–	(7,025)
Foreign currency exposure	–	(5,030)	(5,030)

39. FINANCIAL INSTRUMENTS AND FINANCIAL RISKS (CONTINUED)

Market risks (Continued)

Foreign currency risk (Continued)

Foreign exchange risk sensitivity

The following table details the sensitivity to a 10% (2025: 10%) increase and decrease in the relevant foreign currencies against the functional currency of each Group entity. 10% (2025: 10%) is the sensitivity rate representing management's assessment of the possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 10% (2025: 10%) change in foreign currency rates. The sensitivity analysis includes external loans as well as loans to foreign operations within the Group where they give rise to an impact on the Group's profit or loss.

If the relevant foreign currency strengthens by 10% (2025: 10%) against the functional currency of each Group entity, with all other variables held constant, profit or loss for the year and equity will decrease by:

	Singapore dollar US$'000
2026	
Group	
Profit for the year	149
Company	
Loss for the year	(6)
2025	
Group	
Profit for the year	(380)
Company	
Loss for the year	(417)

A 10% weakening of functional currency of each Group entity against the above currencies would have had the equal but opposite effect on the above currencies to the amounts shown above.

39. FINANCIAL INSTRUMENTS AND FINANCIAL RISKS (CONTINUED)

Market risks (Continued)

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Group's interest rate risk relates to interest bearing liabilities.

The Group's policy is to maintain an efficient and optimal interest cost structure using a combination of fixed and variable rate debts, and long and short-term borrowings.

Interests on the Group's loans (Note 27) are on fixed rates that prevail until the maturity of the instruments. No other financial instruments of the Group are subject to interest rate risk.

Liquidity risk

Liquidity risk refer to the risk in which the Group encounters difficulties in meeting its short-term obligations. Liquidity risk is managed by matching the payment and receipt cycle.

The Group manages its liquidity risk by ensuring the availability of funding through committed credit facilities from a bank and financial institutions. In addition, the Group has also sought for investment funds via issuing of shares and convertible loans to finance its cash flow and operations.

39. FINANCIAL INSTRUMENTS AND FINANCIAL RISKS (CONTINUED)

Liquidity risk (Continued)

The following table shows details of the Group's remaining contractual maturity for its non-derivative financial instruments. The table has been drawn up based on contractual undiscounted cash flows of financial instruments based on the earlier of the contractual date or when the Group is expected to receive or (pay). The table includes both interest and principal cash flows.

Group	Effective Interest rate %	Carrying amount US$'000	Total US$'000	One year or less US$'000	Two to five years US$'000
2026					
Undiscounted financial liabilities					
Trade payables	–	2,055	2,055	2,055	–
Other payables and accruals	–	2,323	2,323	2,323	–
Lease liabilities	4.25 - 5.25	94	113	98	15
		4,472	4,491	4,476	15
2025					
Undiscounted financial liabilities					
Trade payables	–	4,156	4,156	4,156	–
Other payables and accruals	–	2,456	2,456	2,456	–
Borrowings	6.00 - 14.40	4,486	4,753	1,026	3,727
Derivative financial liabilities	–	33	33	33	–
Lease liabilities	5.25	309	325	216	109
		11,440	11,723	7,887	3,836

39. FINANCIAL INSTRUMENTS AND FINANCIAL RISKS (CONTINUED)

Liquidity risk (Continued)

Company	Effective Interest rate %	Carrying amount US$'000	Total US$'000	One year or less US$'000	Two to five years US$'000
2026					
Undiscounted financial liabilities					
Other payables and accruals	–	113	113	113	–
Due to subsidiaries (non-trade)	–	537	537	537	–
		650	650	650	–
2025					
Undiscounted financial liabilities					
Other payables and accruals	–	793	793	793	–
Borrowings	6.00 - 9.00	4,250	4,493	766	3,727
Due to subsidiaries (non-trade)	–	537	537	537	–
Derivative financial liabilities	–	33	33	33	–
Maximum exposure of guarantee	–	236	236	236	–
		5,849	6,092	2,365	3,727

Financial instruments by category

The carrying amount of the different categories of financial instruments as follows:

	Group		Company	
	2026 US$'000	2025 US$'000	2026 US$'000	2025 US$'000
Financial assets:				
- At amortised cost	14,569	5,485	7,195	7,608
- At FVTPL	1,008	–	–	–
	15,577	5,485	7,195	7,608
Financial liabilities:				
- At amortised cost	4,472	7,157	650	1,330
- At FVTPL	–	4,283	–	4,283
	4,472	11,440	650	5,613

40. FAIR VALUES OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES

The fair values of applicable assets and liabilities are determined and categorised using a fair value hierarchy as follows:

(a) Level 1 - the fair values of assets and liabilities with standard terms and conditions and which trade in active markets that the Group can access at the measurement date are determined with reference to quoted market prices (unadjusted).

(b) Level 2 - in the absence of quoted market prices, the fair values of the assets and liabilities are determined using the other observable, either directly or indirectly, inputs such as quoted prices for similar assets/liabilities in active markets or included within Level 1, quoted prices for identical or similar assets/liabilities in non-active markets.

(c) Level 3 - in the absence of quoted market prices included within Level 1 and observable inputs included within Level 2, the fair values of the remaining assets and liabilities are determined in accordance with generally accepted pricing models.

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

	Group and Company			
	Level 1	**Level 2**	**Level 3**	**Total**
	US$'000	**US$'000**	**US$'000**	**US$'000**
2026				
Recurring fair value measurements				
Financial assets:				
Financial assets at FVTPL (1)	–	1,008	–	1,008
2025				
Recurring fair value measurements				
Financial liabilities:				
RCB (2)	–	–	3,484	3,484
CLN (2)	–	–	766	766
Warrant liabilities (3)	–	–	33	33

(1) Fair value of financial assets at FVTPL is determined directly by reference to their published net asset values at the financial year end date.

(2) Fair value of RCB and CLN are determined by reference to equivalent non-convertible bond with binomial model at the financial year end date.

(3) Fair value of warrant liabilities are determined with black scholes model at the financial year end date.

40. FAIR VALUES OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES (CONTINUED)

Summary of the quantitative information about the significant unobservable inputs used in the level 3 fair value measurements.

Description	Fair value at 31 March 2026 US$'000	Fair value at 31 March 2025 US$'000	Valuation technique(s)	Significant unobservable inputs	Range	Relationship of unobservable inputs to fair value
Financial liabilities at fair value through profit or loss:						
RCB	–	3,484	Binomial model	Implied bond yield	8.96%	An increase will result in a decrease in fair value
				Volatility	48.30%	An increase will result in an increase in fair value
CLN	–	766	Binomial model	Implied bond yield	10.00%	An increase will result in a decrease in fair value
				Volatility	53.30%	An increase will result in an increase in fair value
Warrant liabilities	–	33	Black Scholes model	Volatility	53.30%	An increase will result in an increase in fair value

40. FAIR VALUES OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES (CONTINUED)

Movements in Level 3 assets subject to recurring fair value measurements

The following table presents the reconciliation for the applicable liabilities measured at fair value based on significant unobservable inputs:

	Group and Company	
	2026	**2025**
	US$'000	**US$'000**
RCB		
Balance at 1 April 2025/1 April 2024	3,484	3,396
Fair value loss	–	75
Exchange difference	–	13
Loss from extinguishment of RCB	411	–
Redemption during the year	(136)	–
Conversion during the year	(3,759)	–
Balance at 31 March 2026/31 March 2025	–	3,484
CLN		
Balance at 1 April 2025/1 April 2024	766	707
Fair value loss	–	57
Loss from extinguishment of CLN	24	–
Exchange difference	–	2
Conversion during the financial year	(790)	–
Balance at 31 March 2026/31 March 2025	–	766
Warrant liabilities		
Balance at 1 April 2025/1 April 2024	33	74
Fair value gain	–	(41)
Gain from extinguishment of warrant liabilities	(33)	–
Balance at 31 March 2026/31 March 2025	–	33

Financial instruments whose carrying amount approximates fair value

The carrying amounts of cash and bank balances, trade and other receivables (excluding prepayments), loans, trade and other payables and amounts due from/(to) subsidiaries approximate their respective fair values due to the relative short-term maturity of these financial instruments.

41. CAPITAL MANAGEMENT POLICIES AND OBJECTIVES

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while maximising the return to stakeholders through optimisation of debt and equity balance except where decisions are made to exit businesses or close companies.

The capital structure of the Group consists of debts, which includes the borrowings disclosed in Note 26 and equity attributable to owners of the Company, comprising issued capital, retained earnings and reserves as disclosed in Notes 33 to 34 respectively and statements of changes in equity.

The Group's management reviews the capital structure on a regular basis. As part of this review, management considers the cost of capital and the risks associated with each class of capital. Upon review, the Group will balance its overall capital structure through the payment of dividends to shareholders, return capital to shareholders or issue new shares and share buybacks. The Group's overall strategy remains unchanged from 31 March 2025.

Management monitors capital based on a gearing ratio of less than one. The gearing ratio is calculated as net debt divided by total capital. Net debt is calculated as total liabilities (excluding income tax payable and deferred tax liabilities as shown in the statements of financial position), less cash and bank balances. Total capital is calculated as total equity as shown in the statements of financial position, plus net debt.

	Group		Company	
	2026 US$'000	2025 US$'000	2026 US$'000	2025 US$'000
Total liabilities	15,557	16,684	811	5,769
Less: Cash and bank balances	(7,260)	(1,506)	(44)	(14)
Net debt	8,297	15,178	767	5,755
Total equity	18,210	8,038	35,012	20,934
Total capital	26,507	23,216	35,779	26,689
Gearing ratio	0.31	0.65	0.02	0.22

The Group is in compliance with externally imposed capital requirements during the financial years ended 31 March 2026 and 2025.

STATISTICS OF SHAREHOLDINGS

DISTRIBUTION OF SHAREHOLDINGS AS AT 30 JUNE 2026

Issued and fully paid-up capital	S$125,649,993
Total number of shares	3,683,375,063
Class of Shares	Ordinary
Treasury shares	Nil
Voting Rights (excluding treasury shares)	One Vote Per Share

DISTRIBUTION OF SHAREHOLDINGS AS AT 30 JUNE 2026

Size of Shareholdings	No. of Shareholders	%	No. of Shares	%
1 - 99	52	0.86	2,864	0.0001
100 - 1,000	289	4.77	236,414	0.0064
1,001 - 10,000	1,380	22.76	8,790,208	0.2386
10,001 - 1,000,000	4,126	68.05	559,905,180	15.2009
1,000,001 and above	216	3.56	3,114,440,397	84.5540
Total	**6,063**	**100.00**	**3,683,375,063**	**100.0000**

As at 30 June 2026, the percentage of shareholdings held in the hands of the public was 85.35% and Rule 723 of the Listing Manual is complied with.

20 LARGEST REGISTERED SHAREHOLDERS AS AT 30 JUNE 2026 AS SHOWN IN THE REGISTERS OF MEMBERS

No.	Name	No. of Shares	%
1	DBS NOMINEES PTE LTD	354,196,569	10.93
2	CITIBANK NOMS SPORE PTE LTD	352,296,944	10.87
3	OCBC SECURITIES PRIVATE LTD	234,503,129	7.23
4	HSBC (SINGAPORE) NOMINEES PTE LTD	231,478,597	7.14
5	ESTATE OF PAUL CLARK BURKE, DECEASED	192,726,406	5.94
6	MOOMOO FINANCIAL SINGAPORE PTE. LTD.	154,682,125	4.77
7	UOB KAY HIAN PTE LTD	147,188,083	4.54
8	RAFFLES NOMINEES(PTE) LIMITED	98,250,466	3.03
9	PHILLIP SECURITIES PTE LTD	96,772,883	2.98
10	PHANG HOEI HUA	70,552,000	2.18
11	WANG YU HUEI	61,614,029	1.90
12	MAYBANK SECURITIES PTE. LTD.	50,378,867	1.55
13	TIGER BROKERS (SINGAPORE) PTE. LTD.	49,412,333	1.52
14	TAN KHAI PANG	48,601,000	1.50
15	DBSN SERVICES PTE LTD	42,510,100	1.31
16	OOI KOK RIE	37,870,000	1.17
17	IFAST FINANCIAL PTE LTD	36,231,412	1.12
18	TAN MING LEON	35,666,000	1.10
19	CHAN KUM LOK COLIN	35,000,000	1.08
20	ABN AMRO CLEARING BANK N.V.	27,334,000	0.84
	TOTAL	**2,357,264,943**	**72.70**

STATISTICS OF SHAREHOLDINGS

SUBSTANTIAL SHAREHOLDERS' INTERESTS IN ORDINARY SHARES (AS SHOWN IN THE REGISTER OF SUBSTANTIAL SHAREHOLDERS)

	Direct Interest		Deemed Interest		Total Shareholding Interest	
Name	**No. of Shares**	**(%)[1]**	**No. of Shares**	**(%)[1]**	**No. of Shares**	**(%)[1]**
XU CHUN SENG ALIAS PERMAN YADI [1][2]	32,757,000	0.89	189,139,117	5.13	221,896,117	6.024
ESTATE OF PAUL CLARK BURKE, DECEASED	192,726,406	5.23	Nil	Nil	192,726,406	5.2323

Note:

(1) Percentages are based on the issued capital of the Company of 3,683,375,063

(2) The deemed interest is held under PY Opulence Investment Pte Ltd, an investment holding company whose major shareholder is Mr. Xu Chun Seng alias Perman Yadi.

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CORPORATE INFORMATION

BOARD OF DIRECTORS

Mr Richard J Denny
Independent and Non-Executive Chairman

Mr Tan Khai Pang
Chief Executive Officer

Mr Kelvin Chow Chung Yip
Independent and Non-Executive Director

Ms Gwendolyn Gn Jong Yuh
Independent and Non-Executive Director

AUDIT AND RISK COMMITTEE

Mr Kelvin Chow Chung Yip
(Chairman)
Mr Richard J Denny
Ms Gwendolyn Gn Jong Yuh

NOMINATING AND REMUNERATION COMMITTEE

Ms Gwendolyn Gn Jong Yuh
(Chairman)
Mr Kelvin Chow Chung Yip
Mr Richard J Denny

COMPANY SECRETARY

Mr Wong Tat Yang

REGISTERED OFFICE

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AUDITORS

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#10-01
Singapore 069536
Partner-in-charge: Mr Wong Zi En
Date of Appointment: From FY2024

COMPANY REGISTRATION NUMBER

199603037H

ADDVALUE

BOUNDLESS CONNECTIVITY

ADDVALUE TECHNOLOGIES LTD
Company Registration No.199603037H

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