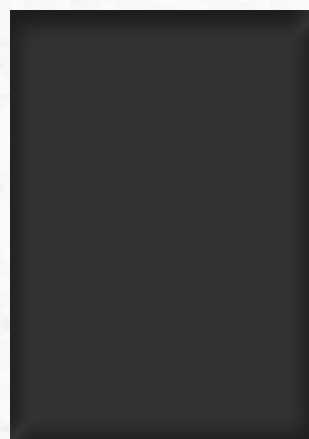
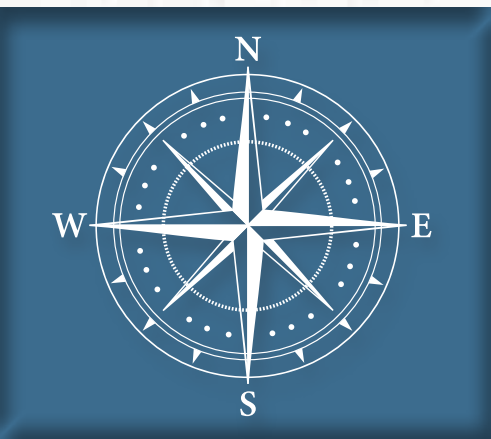


GB

MARINE GROUP



PURE LUXURY

PROVEN PERFORMANCE

ANNUAL REPORT 2026
GRAND BANKS YACHTS LIMITED

ABOUT GRAND BANKS YACHTS LIMITED

Grand Banks, a renowned manufacturer of luxury recreational motor yachts – with a heritage spanning 70 years – has designed and developed vessels that have become icons among boaters across the globe. While staying true to this heritage, Grand Banks continues to defy the expectations of yachtsmen with its timeless style, unique innovation and unyielding commitment to quality.

The Group manufactures yachts under the Grand Banks, Eastbay and Palm Beach brands out of its manufacturing yard at Pasir Gudang, Johor, Malaysia. The Group provides new boat sales, brokerages and support services out of its waterfront facilities in the USA, Europe and Australia. The waterfront facilities in the USA are at Stuart in Florida, San Diego and Newport Beach in California and Newport in Rhode Island. Australia waterfront facilities are at Newport, New South Wales and Coomera, Queensland, whilst the European facilities are located in Sanremo, Italy. The yachts, which range between 42 feet and 107 feet, have a reputation for impeccable quality and unrivalled performance.

Grand Banks was listed on the Secondary Board of Singapore Exchange Securities Trading Limited (“SGX-ST”) in 1987 and upgraded to the Main Board in 1993.





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REPORT 2026



CHAIRMAN'S STATEMENT

Dear Shareholders,

On behalf of the Board of Directors, I am pleased to present the annual report of Grand Banks Yachts Limited ("Grand Banks" or the "Group") for the financial year ended 30 June 2026 ("FY2026").

Two years ago, the Board outlined a significant strategic shift to transform Grand Banks from a respected boat builder into one of the world's most recognised luxury yacht brands. Realising that ambition called for bold and forward-looking decisions. We expanded and modernised our manufacturing yard in Pasir Gudang, Johor, Malaysia, extended and deepened our presence in the United States and elevated our brand and technology platforms even as we increased the range and size of our boat models.

With the foundation laid in FY2025, the year under review was one during which we built on the momentum of this transformation. The two-year investment cycle has reshaped the scale, capability and global standing of our Group, and has prepared us for exciting growth ahead.

Allow me to share some highlights of the past year.

In the United States, we have continued to upgrade and modernise the flagship marina at Newport, Rhode Island, which was acquired in FY2025. During the year, we completed 11 new waterfront apartments, while the Owners' Club has been refurbished, and began reconfiguring the facility to accommodate larger vessels.

We also enhanced our facility in Stuart, Florida, expanding berthing capacity and service capabilities, and opened a new sales and service office in California. Together, these hubs form an integrated service network in North America that allows us to support our customers throughout the entire lifecycle of their yachts. The enhancements and build-outs now deliver a superior customer experience for boating enthusiasts in our most important market.

In Europe, the world's largest luxury yacht market, we established a dedicated marketing office in Sanremo, Italy, marking our renewed re-entry into Europe. With 3 demonstration boats berthed there, we are well-positioned to capture the encouraging early signs of recovery we are now seeing across the region.

At our Composite Manufacturing Facility in Pasir Gudang, we invested further in new equipment and machineries and shopfloor optimisation. We have incorporated new technology and new features, including incubating the 100-foot Palm Beach XI as a 'live' innovation incubator. These efforts have significantly enhanced our brand positioning among boating enthusiasts even as we scaled up our marketing efforts globally.

During the year, we launched 3 new models which have all secured pre-orders. Our net order book remains healthy at S\$136.4 million as at 30 June 2026.





CHAIRMAN'S STATEMENT

Across all aspects of the luxury boat business – design, production, footprint of marina and service yards, vertical integration, customer service and branding and marketing – Grand Banks has elevated its total value proposition to a whole new level.

In line with these investments, our non-current assets have increased to S\$110.6 million in FY2026 from S\$81.8 million in FY2025 while net asset value has risen to 62.38 Singapore cents as at 30 June 2026 from 54.75 Singapore cents a year ago. I am pleased to say that we have largely completed our deliberate cycle of investments during the year under review.

Even amid these transformational initiatives, we continued to deliver a strong performance. For FY2026, we achieved an eleventh consecutive year of profitability, underpinned by an all-time high revenue of S\$173.2 million. As can be expected during a period of significant investment, net profit after tax declined to S\$13.4 million from S\$18.2 million in FY2025.

That said, despite lower gross profit margin in FY2026 of 27.8% compared to FY2025 of 29.9%, we are seeing improvements in our underlying business with gross profit margin in 2H FY2026 strengthening to 30.0% from 28.1% in 2H FY2025.



Reflecting the Board's confidence in the Group's prospects and its continued commitment to reward shareholders, the Board of Directors has proposed a final dividend of 1.0 Singapore cent per ordinary share. Together with the interim dividend of 0.5 Singapore cent paid on 27 March 2026, this will bring the total dividend for FY2026 to 1.5 Singapore cents per ordinary share, unchanged from FY2025.

Looking ahead, we enter FY2027 with a significantly enlarged and much more capable platform for growth. Capital expenditure is expected to moderate, while our expanded facilities are positioned to generate new and recurring income from service, berthing, storage and brokerage.

Demand for luxury yachts in the United States remains resilient, and the early recovery in Europe presents a meaningful opportunity for a brand of our heritage and calibre. While growth could be hampered by broader economic headwinds, including geopolitical uncertainty, inflation, higher operating costs and the evolving tariff landscape in the United States, we are equipped with stronger fundamentals to meet these challenges. We enter FY2027 with this value proposition and a strong net order book which provides clear revenue visibility.

On behalf of the Board, I would like to express my sincere appreciation to our Chief Executive Officer, Mr. Mark Richards, whose vision and steadfast leadership have carried the Group through this ambitious and transformative period. I also wish to recognise the dedication and craftsmanship of our employees across all our facilities, whose commitment remains the cornerstone of our reputation for quality and innovation.

To our business partners and clients, I extend our sincere gratitude for your continued trust and support. And to you, our shareholders, thank you for your steadfast confidence throughout our journey. With more than a decade of unbroken profitability behind us and a substantially strengthened platform ahead, I am confident that the Group is well placed to create lasting value for you in the years to come.

In appreciation,
BASIL CHAN
Chairman of the Board of Directors





CEO'S MESSAGE

Dear Shareholders,

In FY2025, we took the boldest and most strategic step in our multi-year transformation. Today, I am proud to report that the major phase of that investment programme is largely complete. After years of planning, considerable investment, and extraordinary hard work, we have emerged stronger in every aspect of our business: greater manufacturing capabilities, an expanded footprint and product portfolio, and marketing elevated to a level unlike anything in our past. Grand Banks is now ready to ascend to the next level.

What have we achieved in the last 2 years?

First, we have strengthened our manufacturing capabilities very significantly. After unveiling our state-of-the-art Composite Manufacturing Facility in FY2025, we purchased and installed new equipment and machineries during FY2026. We have also revamped our original factory floor space to optimise operational efficiency across the yard. Greater vertical integration means tighter control over quality, shorter production cycles, and the ability to build larger, better-performing and more sophisticated yachts.

Second, we have largely built out a premium customer and marketing footprint within the United States, our largest market. At our flagship marina at Newport, Rhode Island, we completed the refurbishment of the Owners' Club and reconfigured the marina to accommodate larger vessels. The Newport properties provide a premium destination in one of the world's most prestigious yachting communities, while generating recurring income through berthing, service, brokerage and new boat sales.

We also expanded our footprint and property ownership at Stuart, Florida, expanding berthing and service capacity. We are also ramping up our sales efforts on the West Coast, opening a new sales and service office in California, which, together with our existing San Diego facility, better positions us to capture demand in the region.

Third, we are returning to the European market after a long hiatus. During the year, we established a dedicated marketing office in Sanremo, Italy, as well as displaying demonstration boats in Europe, to give us a physical presence and capture growth in the world's largest yachting market.

Fourth, we have expanded our product line. We recently launched the Palm Beach 107, the Grand Banks 73 and the Palm Beach GT70 – and secured pre-orders for all 3. We also significantly enhanced 2 existing models to create the GT50RS Outboard and the Palm Beach 85 Skylounge.

Lastly, when we acquired the 100-foot Supermaxi, Palm Beach XI, in October 2025, we gained one of our most powerful assets: a global marketing and technology platform that has already proven to be highly effective, commanding strong customer interest, supporting new boat sales and elevating our brand on the global stage.

Already, we are beginning to see our labour and investment bearing fruit. A more integrated and efficient manufacturing base, better-performing yachts, an enlarged customer network, and a re-energised brand will together drive stronger financial performance, sharper operational efficiency, and an ever-stronger reputation for luxury and performance in the years ahead.





CEO'S MESSAGE

Now let me share some details on our FY2026 financial performance.

We achieved an all-time high revenue of S\$173.2 million, 6.7% higher than S\$162.3 million in FY2025. This was lifted by the accelerated construction of new boats, which underscores the improved efficiencies at our manufacturing yard. While we recorded higher gross profit and better gross profit margins in the second half of FY2026, the softer first half resulted in gross profit for the full year amounting to S\$48.1 million (FY2025: S\$48.5 million), while FY2026 gross profit margin was 27.8% for the whole of FY2026 compared with 29.9% in FY2025.

As shareholders would expect, our cost base has increased in a year of deliberate investment. We added headcount, scaled up sales and marketing efforts, and significantly stepped up our presence at international boat shows – including 4 in Europe, compared with 1 in FY2025. As a result, total operating expenses increased to S\$29.7 million from S\$23.9 million. Consequently, we recorded net profit after tax of S\$13.4 million (FY2025: S\$18.2 million).

Cash and fixed deposits stood at S\$19.8 million as at 30 June 2026, compared to S\$51.5 million a year ago, as we deployed capital into a substantially enlarged asset base, with our non-current assets increasing to S\$110.6 million from S\$81.8 million, respectively.

Our net order book stood at S\$136.4 million as at 30 June 2026, with 18 new boat orders, at a higher average order value than in FY2025, and 9 trade-in and pre-owned boat orders were secured during the year.

On the outlook, we are seeing resilient demand in both the United States and Europe, and are well-positioned to capture this growth. At the same time, we are closely monitoring macroeconomic challenges such as rising operating costs and geopolitical tensions, and are ready to act decisively.

To the Board, thank you for your guidance and unwavering support; it is through your counsel that we have been able to see these achievements through. To our employees, contractors and suppliers, your dedication, professionalism and craftsmanship are the driving force behind everything we have achieved.

To our customers and partners, thank you for your continued trust; we are honoured to be part of your yachting journeys. And to you, our shareholders, thank you for your steadfast confidence. The investments of the past two years were made for you, and I look forward to demonstrating their returns in the years ahead.

Grand Banks today stands on the strongest foundation in its history. We intend to build more and better boats and deliver an ownership experience worthy of the brands we are privileged to own and represent.

MARK J RICHARDS

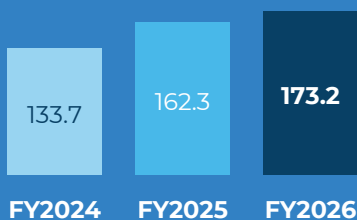
Chief Executive Officer & Executive Director



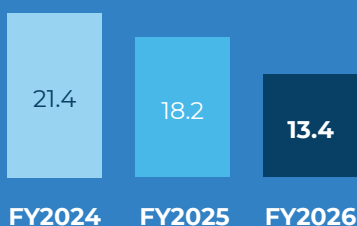


FY2026 FINANCIAL HIGHLIGHTS

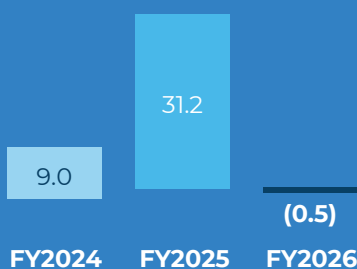
REVENUE S\$ MILLION



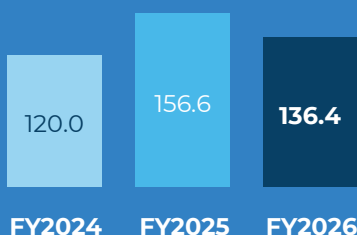
NET PROFIT AFTER TAX S\$ MILLION



OPERATING CASH FLOWS S\$ MILLION



NET ORDER BOOK S\$ MILLION





FY2026 FINANCIAL HIGHLIGHTS

The Group generated revenue of S\$173.2 million for the financial year ended 30 June 2026 ("FY2026"), a 6.7% increase from S\$162.3 million in FY2025, driven by the accelerated construction of new boats and partially offset by lower revenue from sales of trade-in and pre-owned boats.

Gross profit for FY2026 stood at S\$48.1 million compared to S\$48.5 million in FY2025, while gross profit margin declined to 27.8% from 29.9%, due to the lower margin from the revenue of new boats, caused by unfavourable foreign exchange movements.

As a result, net profit before tax stood at S\$18.0 million in FY2026, compared to S\$25.5 million in FY2025. The Group recorded a tax expense of S\$4.6 million in FY2026 (FY2025: S\$7.2 million). Net profit after tax amounted to S\$13.4 million for FY2026, compared to S\$18.2 million in FY2025.

Total operating expenses, which include costs relating to boat shows, sales and marketing, payroll and commission expenses increased to S\$29.7 million in FY2026 from S\$23.9 million in FY2025, mainly due to higher headcount and payroll, depreciation, brokers' commissions and marketing expenses, as the Group stepped up its participation in international boat shows.

Cashflow used in operating activities amounted to S\$0.5 million in FY2026, compared to cashflow generated from operating activities of S\$31.2 million in FY2025, mainly due to increases in inventories and contract assets and a decrease in contract liabilities, partially offset by an increase in trade and other payables.

Cash flows used in investing activities amounted to S\$29.5 million in FY2026 (FY2025: S\$17.3 million), attributable to improvements to properties and facilities in the USA and in Pasir Gudang, Johor, Malaysia, the development of new products, and enhancements to the Group's sailing yacht, since renamed Palm Beach XI.

Cash and cash equivalents stood at S\$15.2 million as at 30 June 2026 (30 June 2025: S\$47.2 million). Non-current assets increased to S\$110.6 million at year-end of FY2026 from S\$81.8 million a year ago, while net asset value per ordinary share increased to 62.38 Singapore cents as at 30 June 2026, compared to 54.75 Singapore cents as at 30 June 2025.

The Group's net order book stood at S\$136.4 million as at 30 June 2026, compared to S\$156.6 million as at 30 June 2025, comprising 18 new boat orders of larger sizes and 9 trade-in and pre-owned boat orders, compared to 33 new boat orders and 13 trade-in and stock boat orders in FY2025.





BOARD OF DIRECTORS



BASIL CHAN

**Non-Independent and
Non-Executive Chairman of the Board**

Mr. Basil Chan was appointed to the Board on 14 November 2011. He was last re-elected to the Board and Chairman of the Company on 24 October 2025.

Mr. Chan is a Chartered Accountant by training, having qualified in the U.K. with ICAEW. He holds a Bachelor of Science (Economics) Honours degree majoring in Business Administration from the University of Wales Institute of Science & Technology, U.K. and is a Fellow of the Institute of Chartered Accountants in England and Wales ("ICAEW") as well as a Fellow of the Institute of Singapore Chartered Accountants ("ISCA"). He is a Fellow of the Singapore Institute of Directors and is a Senior Accredited Board Director.

Mr. Chan was formerly a Council Member and Director of the Singapore Institute of Directors ("SID") where he had served 12 years, chairing its Professional Development Sub-committee and also as a Treasurer for a term of three years.

He previously served on the Audit Committee Chapter of SID. He was also a member of the Corporate Governance Committee in 2001 which published the Singapore Code of Corporate Governance. In addition, he previously sat on the Accounting Standards Committee and on the Audit and Assurance Standards Committee of ISCA. He has currently been re-appointed to the Audit and Assurance Standards Committee of ISCA. He also previously sat on the Corporate Governance and Risk Management Committee of ISCA where he was its Deputy Chairman.

He is the Founder and Managing Director of MBE Corporate Advisory Pte Ltd which provides corporate and financial advisory to listed and private companies. Mr. Chan is an Independent Director of two other SGX-listed companies, Nera Telecommunications Ltd. and QAF Limited. He is the non-executive Chairman of Memories (2022) Pte. Limited and Non-Executive Director of Broadway Industrial Group Limited, both private companies.



BOARD OF DIRECTORS

MARK JONATHON RICHARDS

Chief Executive Officer &
Executive Director



Mr. Mark Jonathon Richards was appointed Chief Executive Officer and Executive Director of Grand Banks Yachts Limited on 1 August 2014. He was last re-elected to the Board on 24 October 2024.

A qualified shipwright and successful professional yachtsman, Mr. Richards brings to the Group more than 30 years of hands-on experience in boatbuilding.

Mr. Richards is the founder of Palm Beach Motor Yacht Co Pty Ltd which he set up in 1995 after a decade of open-water sailboat racing. Originally a bespoke boat manufacturer, Palm Beach now designs and markets a full range of award-winning yachts.

Under Mr. Richards' leadership, the Group has established a reputation for high-quality and fuel-efficient luxury yachts that incorporate the best features of Grand Banks, Eastbay and Palm Beach brands. He also led a multi-year upgrade

of the Group's capabilities, driving the acquisition of several marina and waterfront properties and transforming them into world-class customer service and ownership experience facilities.

Mr. Richards also personally oversees production for all the brands and has been instrumental in modernising the Group's manufacturing processes, as well as revamping its sales model and yacht portfolio. His restructuring measures include, among others, a complete redesign and upgrade of the Group's manufacturing plant in Pasir Gudang, Johor, Malaysia.

Mr. Richards' sailing record includes two world championships and the yearly Rolex Sydney-Hobart Yacht Race, which he has won nine times as skipper of *Wild Oats XI*. He has represented Australia in dozens of international regattas, including two America's Cups and the 2003 Admiral's Cup in the U.K., where he led Australia to victory.



BOARD OF DIRECTORS



GERARD LIM EWE KENG

**Non-Independent &
Non-Executive Director**

Mr. Gerard Lim Ewe Keng was appointed to the Board on 21 February 2013. He was last re-elected to the Board on 24 October 2024.

Mr. Lim holds a Bachelor of Science in Chemical Engineering from the University of Birmingham and an MBA from University of Aston, U.K..

Mr. Lim is the General Manager of Kien Huat Realty Sdn Bhd ("Kien Huat"), an investment holding company which is a controlling shareholder of Genting Berhad ("Genting"). Genting and its subsidiaries, Genting Malaysia Berhad and Genting Plantations Berhad are listed on the Main Market of Bursa Malaysia Securities Berhad and Genting Singapore Limited is listed on the Main Board of the Singapore Exchange Securities Trading Limited.

He is also a Director of Golden Hope Limited, acting as the trustee of the Golden Hope Unit Trust ("Golden Hope") which is primarily involved in investment holding.

Prior to joining Kien Huat and Golden Hope, he was the Chief Financial Officer of Genting Hong Kong Limited responsible for finance, legal and IT and was involved in the setting up of the cruise division in Genting Hong Kong (formerly known as Star Cruises Limited). He started his career in corporate planning in the Genting Group and has worked in various companies in the Group.



BOARD OF DIRECTORS

KAY PANG KER-WEI

Independent &
Non-Executive Director



Ms. Kay Pang Ker-Wei was appointed to the Board on 1st August 2024. She was last re-elected to the Board on 24 October 2024.

Ms. Pang is a lawyer with close to 30 years of expertise in corporate governance and technology. She is currently the Managing Director and Chief Executive Officer of Kay Pang Law Practice LLC and an Independent Director of Serial Achieva Ltd. She also serves as Vice-Chair of Singapore Heart Foundation and Associate Faculty at Singapore Management University.

Ms. Pang previous roles include being an Independent Director at Nera Telecommunications Ltd, Vice-President and APAC General Counsel at

Aveva-Schneider Electric SE; Senior Director and Global Compliance Officer at VMware Inc; Director and APAC General Counsel at Cloudera Inc; and Director and APAC General Counsel (Enterprise & Software) at Hewlett-Packard Enterprise.

Ms. Pang holds an LLB (Hons), U.K., and is qualified as a Barrister-at-law in England and Wales and as an Advocate & Solicitor in Singapore. She also attained prestigious business qualifications from Stanford, MIT, NUS and Oxford University, directorship and corporate governance certification from INSEAD and IMD, and is a Senior Accredited Director at the Singapore Institute of Directors.



BOARD OF DIRECTORS



PHILIP WILLIAM FORREST, AM

Lead Independent &
Non-Executive Director

Mr. Philip William Forrest was appointed to the Board on 24 October 2024. He was last re-elected to the Board on 24 October 2025.

Mr. Forrest is an Australian citizen with deep familiarity and appreciation of ASEAN business and cultures, having lived and worked in the region for 44 years.

In 2022, Mr. Forrest was awarded a Member of the Order of Australia ("AM") for significant service to Australia-Singapore business relations. He has also received the Australian Chamber of Commerce Singapore President's Medal for his contribution to the Asia-Australia commercial relationship, and a Lifetime Achievement Award from Australian Alumni Singapore.

Mr. Forrest is currently Chair of Readymix Holdings International, an Independent Director of James Cook University Singapore, and sits on several private company boards and advisory boards.

He previously was Independent Director of two ASX-listed companies: TerraCom Limited (also Audit Committee Chairman) and 8VI Limited.

He was formerly the President of the Australian Chamber of Commerce, Singapore (2000-2004), President of the Australian-Thai Chamber of Commerce (1990-1991), and council member at the Association of Banks in Singapore (1998-1999), Singapore Business Federation (2002-2008), and Singapore Institute of Directors (2014-2023).

Mr. Forrest is a Fellow at the Australian Institute of Company Directors ("AICD"), Australian Institute of Business and Economics ("AIBE"), and Singapore Institute of Directors ("SID").

He holds a Commerce Degree (Accounting major) from the University of Queensland, and is a Fellow of CPA Australia ("CPAA") and Chartered Accountants Australia and New Zealand ("CA ANZ"). During his days in the banking profession, Mr. Forrest was the Asia Head for ANZ Bank, having previously spent 15 years with Citibank in Australia, USA, the Philippines, Indonesia and Thailand.



BOARD OF DIRECTORS

JEFFREY EDWARD FISHER

**Independent &
Non-Executive Director**



Mr. Jeffrey Edward Fisher appointed to the Board on 24 October 2024. He was last re-elected to the Board on 24 October 2025.

A successful entrepreneur, Mr. Fisher brings over 20 years of expertise in retail operations to the Group along with his experience in mergers and acquisition.

Mr. Fisher was the Chief Executive Officer, a Director and an Equity Partner of Casual Dining Concepts, the owner of the Bondi Pizza branded restaurant Group. He exited the business in 2019 selling his shareholding to his business partners. He was also a Non-Executive Director of Traditional Therapy Clinics Limited, listed on the Australian Securities Exchange from 2014 to 2016.

Mr. Fisher also held the position of Chief Executive Officer and was an Equity Partner of the Oporto franchised fast food chain business until the business was acquired by private equity in 2011.

Mr. Fisher has been an avid boater since his youth, and has been familiar with both Grand Banks and Palm Beach yachts for decades. He is extremely familiar with the Australian boat market and continues to be of assistance to the company within this region.



BOARD OF DIRECTORS



BRIAN MARSHALL STORMS

Independent &
Non-Executive Director

Mr. Brian Marshall Storms was appointed to the Board on 24 October 2024. He was last re-elected to the Board on 24 October 2025.

Mr. Storms holds a Bachelor of Science in Economics from the State University of New York, Stony Brook.

Mr. Storms worked in the financial services industry, helping to launch new businesses and driving growth and strategic change in existing businesses. His most recent appointment was with APX, Inc. where he was the Chairman and Chief Executive Officer until January 2020. Thereafter, he was named the Vice-Chairman and stepped down in February 2022 when the company was sold. His past appointments include being, the Chief Executive Officer of Liquid Holdings Inc., the Chairman and Chief Executive Officer of Marsh Inc. and a member

of the executive committee of Marsh's public company parent, Marsh & McLennan (MMC). He had been President and Chief Executive Officer of Mercer Human Resource Consulting prior to his appointment at Marsh Inc. Prior to Mercer, Mr. Storms was the President and Chief Executive Officer of UBS Global Asset Management – Americas and a member of both the UBS Global Asset Management Executive Committee and the UBS Group Managing Board. From 1996 to 1999, he was President of the Prudential Investments mutual fund and annuity complex. From 1991 to 1996, he held various senior positions with Fidelity Investments.

Mr. Storms joined the Group and brought along with him the deep experience he gained from the financial services industry which will strengthen the Group strategy.



CORPORATE GOVERNANCE REPORT

The Directors of Grand Banks Yachts Limited (the “Company”) are committed to maintaining a high standard of corporate governance within the Company and its subsidiary companies (the “Group”). The Company has put in place various policies and practices to ensure transparency and to protect the interests of the Company’s stakeholders.

This report outlines the corporate governance practices and procedures adopted by the Company with specific reference to the principles and guidelines set out in the Code of Corporate Governance 2018, subsequently amended on 11 January 2023 (the “Code”) and the extent of its compliance with the Code during the financial year ended 30 June 2026 (“FY2026”).

The Board confirms that the Group has complied with the principles and guidelines as set out in the Code. Where there are deviations from the Code, specific reference to the guidelines are made and appropriate explanations provided in this report.

BOARD MATTERS

THE BOARD’S CONDUCT OF AFFAIRS

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

Guideline of the Code	Grand Banks Corporate Governance Practices
1.1 Directors are fiduciaries who act objectively in the best interests of the company and hold Management accountable for performance. The Board puts in place a code of conduct and ethics, sets appropriate tone-from-the-top and desired organisational culture and ensures proper accountability within the company. Directors facing conflicts of interest recuse themselves from discussions and decisions involving the issues of conflict.	Each Director, in the course of carrying out his or her duties, acts in good faith and considers at all times, the best interests of the Group. The Board views one of its primary functions as protecting and enhancing shareholder value and ensures accurate, adequate and timely reporting to, and communication with shareholders. It sets the overall strategies of the Group as well as policies covering various matters with an emphasis on values, ethics, code of conduct, standards, internal controls, financial performance, reporting and risk management as well as environmental, social and governance issues. The Board meets regularly to oversee and monitor the performance of Management and business affairs of the Group, including the Group’s compliance with the rules and regulations of the relevant regulatory bodies.



CORPORATE GOVERNANCE REPORT

1.2 Directors understand the company's business as well as their directorship duties (including their roles as executive, non-executive and independent directors). Directors are provided with opportunities to develop and maintain their skills and knowledge at the company's expense. The induction, training and development provided to new and existing directors are disclosed in the company's annual report.	All newly appointed Directors undergo an orientation program to provide them with background information on the Group and industry-specific knowledge. During the year under review, no new director was appointed. The Directors continuously update themselves on new laws, regulations and changing commercial risks. Each Director is also invited and encouraged to seek additional training to further their skills in performing their duties, including attending classes and/or events organised by the Singapore Institute of Directors ("SID"). Directors are also informed of upcoming conferences or seminars relevant to their roles as directors of the Group. The Directors are invited to visit the Group's production facilities and sales locations or attend dealer/sales meetings, trade shows and customer activities to gain a better understanding of the Group's business. If regulatory changes have a material impact on either the Group or the Directors, Management or professional advisors will brief the Directors at the Board meetings.
1.3 The Board decides on matters that require its approval and clearly communicates this to Management in writing. Matters requiring board approval are disclosed in the company's annual report.	The Board has adopted a "Delegation of Authority Matrix" for Management – setting thresholds/limits for transactions permitted to be undertaken by Management. Matters which are specifically reserved for the Board's decision and approval include: • material acquisitions and disposals of assets; • material new investments, divestments, borrowing, corporate or financial restructuring;



CORPORATE GOVERNANCE REPORT

-
- broad policies and the Company's Sustainability Report, including setting up the Group's values and standards (including ethical standards) and consider sustainability issues in relation to Economic, Environmental, Social and Governance ("ESG") matters;
 - share issuances, dividends and other returns to shareholders;
 - strategic plans and financial objectives;
 - the Group's annual operating budgets and financial plans;
 - the Group's overall financial and operational performances;
 - remuneration of key executives;
 - interested person transactions;
 - the Group's overall internal controls and risk management;
 - business updates, including half-year and full year financial results announcements, press releases and all other related announcements released via SGXNet;
 - overseeing compliance with bank covenants for banking facilities granted by financial institutions; and
 - corporate governance compliance, including any other transactions of a material nature requiring announcement under the Listing Manual Rules of the Singapore Exchange Securities Trading Limited ("SGX-ST").
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CORPORATE GOVERNANCE REPORT

1.4 Board committees, including Executive Committees (if any), are formed with clear written terms of reference, setting out their compositions, authorities and duties, including reporting back to the Board. The names of the committee members, the terms of reference, any delegation of the Board's authority to make decisions, and a summary of each committee's activities, are disclosed in the company's annual report.

The Board delegates the implementation of business policies and day-to-day operations to the Chief Executive Officer ("CEO") and the Group's Management team but would amongst other things, oversee and assume responsibility for the Group's overall strategic plans, its overall performance and compliance with corporate governance practices. The Board is free to request for further clarification and information from Management on all matters within their purview.

In order to provide independent oversight and to discharge its responsibilities more efficiently, the Board has established a Nominating Committee ("NC"), a Remuneration Committee ("RC"), a Strategic Committee ("SC"), and a Risk Management and Audit Committee ("RMAC") and delegated specific areas of responsibilities to be discharged by each of these Board Committees.

More details of NC, RC and RMAC are mentioned in Principles 4, 6 and 9 respectively.

The SC was established to assist the Board in the following areas:

- to develop long-term strategic plans for the Group, including evaluating and monitoring the implementation of the strategic plans by Management;
- to review areas identified by Management as having material impact on the Group's long-term strategies; and
- to review proposals made by Management and recommend strategic initiatives for the Group pertaining to any changes in business direction, new markets, new products and/or any major re-organisation or investments/divestments.



CORPORATE GOVERNANCE REPORT

A management executive committee, Sustainability Steering Committee ("SSC"), was established under RMAC to assist the Board in the following areas:

- to develop strategies, policies, goals and targets to support the sustainable growth of the business;
- to review proposals and initiatives on sustainability efforts made by management; and
- to prepare sustainability reporting.

These Board and Executive Committees have been constituted with clearly defined Terms of Reference, which are reviewed on a regular basis to ensure their continued relevance and adequacy to meet the governance standards expected of the Board. The Board Committees are actively engaged and play an important role in ensuring corporate governance of the Group. Outcome of each Board Committee meeting and their recommendations are reported to the Board by the Chairman of the respective Board Committees and will be subsequently reviewed by the Board.

The Board acknowledges that while the various Board Committees have the authority to carry out their duties and make recommendations, the ultimate responsibility on all matters lies with the Board collectively.

Please refer to Table A.1 for Composition of Board and Board Committees. The profiles of the Directors are set out on pages 8 to 14 of this Annual Report.



CORPORATE GOVERNANCE REPORT

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- 1.5 Directors attend and actively participate in Board and board committee meetings. The number of such meetings and each individual director's attendances at such meetings are disclosed in the company's annual report. Directors with multiple board representations ensure that sufficient time and attention are given to the affairs of each company.
- The Board held five meetings in FY2026. Ad hoc Board meetings are held whenever the Board's guidance or approval is required, outside of the scheduled Board meetings. The number of Board and Board Committee meetings held and the attendance record of each director during FY2026 are set out in Table B. The Company's Constitution allows Board meetings to be conducted by way of audio-visual conference, telephone conference or other methods of simultaneous communications by electronic means. The Board held several audio-visual conference calls throughout the year to expedite decision-making on critical areas. Decisions of the Board and Board Committees were also obtained through circular resolutions in writing.
- All Directors have devoted sufficient time and attention to the affairs of the Group.
- Dates of Board, Board Committees and Annual General Meetings are scheduled in advance in consultation with all of the Directors.
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- 1.6 Management provides directors with complete, adequate and timely information prior to meetings and on an on-going basis to enable them to make informed decisions and discharge their duties and responsibilities.
- The Directors have separate and independent access to the Group's Management team and all of the Group's records at all times in carrying out their duties.
- Detailed Board papers and books are prepared and circulated in advance for each meeting. This is to give Directors sufficient time to review the matters to be discussed so that discussions can be more meaningful and productive. However, sensitive matters may be tabled at the meetings and discussed without papers being distributed. The Board meeting papers include sufficient information from Management on significant developments or events relating to the Group's financial, operational and business updates in order for the Board Committees' members to brief the Directors on issues to be considered. Such information may also be in the form of presentations made by the Management team in attendance at the meetings, or by external consultants engaged on specific projects.
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CORPORATE GOVERNANCE REPORT

The Board and the Board Committees' members are provided with complete, adequate and timely information prior to the respective Board and Board Committees' meetings to enable them to engage in full deliberation, make informed decisions on the issues being considered and fulfil their duties and responsibilities effectively. Management provides members of the Board with quarterly management reports.

- 1.7 Directors have separate and independent access to Management, the company secretary, and external advisers (where necessary) at the company's expense. The appointment and removal of the company secretary is a decision of the Board as a whole.

The Directors have separate and independent access to the Management, Company Secretary and external advisers, where necessary at Company's expense.

The Company Secretary helps to ensure that applicable rules and regulations are complied with and assists the Board in implementing and improving corporate governance practices and ensuring that proper procedures are observed and requirements of the Companies Act 1967 ("Companies Act") and the Listing Manual of the SGX-ST are complied with.

The Company Secretary attends all board meetings and prepares minutes of all meetings of the Board and Board Committees.

The appointment and the removal of the Company Secretary is subject to the Board's approval.



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.*

Guideline of the Code	Grand Banks Corporate Governance Practices
2.1 An “independent” director is one who is independent in conduct, character and judgement, and has no relationship with the company, its related corporations, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the director’s independent business judgement in the best interests of the company.	The NC is responsible for reviewing the independence of each Independent Director based on the guidelines set out in the Code. The NC conducts an annual review of the directors’ independence and requires each independent director to confirm his independence by completing, signing and submitting a confirmation of independence declaration based on the guidelines provided in the Code and SGX Listing Rule 210(5)(d). For the year under review, the NC had reviewed the declarations submitted by the independent and non-executive directors, namely, Kay Pang Ker-Wei, Philip William Forrest, Jeffrey Edward Fisher and Brian Marshall Storms, and was satisfied that there are no relationships which would impair their independent judgement or would deem any of them to be non-independent. Each member of the NC had abstained from all discussions, deliberations and decisions in respect of assessment of their own independence.
2.2 Independent directors make up a majority of the Board where the Chairman is not independent.	The Chairman of the Board of Directors is a Non-Independent Director and not related to the Chief Executive Officer. The NC confirms that the Independent Directors made up a majority of the Board.



CORPORATE GOVERNANCE REPORT

2.3 Non-executive directors make up a majority of the Board.

During the year, the Board comprises seven members: four Independent Directors, two Non-Independent and Non-Executive Directors and one Executive Director. Non-Executive Directors made up the majority of the Board.

The Board is able to exercise objective judgement on corporate affairs independently, objectively and constructively as independent directors comprise the majority of the Board. Furthermore, all Board Committees are chaired by and comprised primarily of independent and non-executive directors.

2.4 The Board and board committees are of an appropriate size and comprise directors who as a group provide the appropriate balance and mix of skills, knowledge, experience, and other aspects of diversity such as gender and age, so as to avoid groupthink and foster constructive debate. The board diversity policy and progress made towards implementing the board diversity policy, including objectives, are disclosed in the company's annual report.

The NC has continuously reviewed the size and composition of the Board and Board Committees, including the skills and core competencies of each Director to ensure an appropriate balance and diversity of skills and experience for effective decision-making.

The NC also takes into consideration the environment the Group operates in, and the size and complexity of its operations in determining the Board size and composition.

The NC is satisfied that the Board continues to operate effectively for the Group given the current Board size and composition.

The NC periodically reviews the existing attributes and competencies of the Board in order to determine the desired expertise or experience required to strengthen or supplement the Board. This assists the NC in identifying and nominating suitable candidates for appointment to the Board.



CORPORATE GOVERNANCE REPORT

The NC is satisfied that the Board, as a whole, consists of a good mix of individuals with appropriate skills, expertise, industry knowledge, and general commercial experience to lead and govern the Group effectively. The four independent directors and two non-independent and non-executive directors are respected professionals drawn from a broad spectrum of expertise which enables them, in their collective wisdom, to contribute effectively and provide a balance of views at both the Board and the respective Board Committee meetings. Details of the Directors' academic and professional qualifications, including experiences, other directorships (both present and those held over the preceding three years in other listed companies) and other principal commitments are set out on pages 8 to 14 of this Annual Report.

The Board is of the view that the current Board size, composition, competency and diversity is appropriate, taking into account the nature and scope of the Group's operations.

The Board seeks diversity in Board composition and has members with accounting, financial, legal background and from diverse industries and geographical markets, including the boat industry and the Group's key markets such as the USA, Australia, Europe and Asia.



CORPORATE GOVERNANCE REPORT

The NC has a formal Board diversity policy, including objectives, which the Board has adopted. The Board considers that its current Directors possess the necessary competencies, and knowledge and diversity to lead and govern the Group effectively. The Company recognises and embraces the importance and benefits of having a diverse Board to enhance the quality of its performance. The Board is committed to achieving an appropriate balance of diversity and mix of skills, experience, gender, age and core competencies of accounting, legal and regulatory, business or management experience and industry knowledge to avoid group-thinking and foster constructive debate.

Notwithstanding the foregoing, the NC and the Board selection criteria would be on the basis of skills, experience, knowledge, insights and relevance to the Board.

The Board with the support of NC continuously evaluates the need for Board renewal, taking into account the length of service of each director and the environment the Group operates in.

2.5 Non-executive directors and/or independent directors, led by the Non-independent Chairman or other independent director as appropriate, meet regularly without the presence of Management. The chairman of such meetings provides feedback to the Board and/or Chairman as appropriate.

During FY2026, the non-executive directors met or had calls informally throughout the year without the presence of the executive director and Management.



CORPORATE GOVERNANCE REPORT

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.*

Guideline of the Code	Grand Banks Corporate Governance Practices
3.1 The Chairman and the Chief Executive Officer ("CEO") are separate persons to ensure an appropriate balance of power, increased accountability, and greater capacity of the Board for independent decision making.	The role of the Chairman is separate from that of the CEO and they are separate and unrelated persons. There is adequate accountability and transparency as independent directors make up a majority of the Board. The Board is able to exercise its powers objectively and independently from Management. No individual or small group of individuals dominates the Board's decision making.
3.2 The Board establishes and sets out in writing the division of responsibilities between the Chairman and the CEO.	The Company's Chairman plays a key role in promoting high standards of corporate governance, scheduling meetings that enable the Board to perform its duties, establishing the agenda for the Board meetings in consultation with the CEO and ensuring that the Board reviews and approves the Group's key strategies and policies. The Chairman also participates in communicating with key stakeholders, including shareholders, employees and customers. The CEO's responsibilities encompass managing the day-to-day business activities of the Group, developing and executing the Group's strategies, reporting back to the Board on the performance of the Group, and providing guidance to the Group's employees. The CEO also encourages constructive relations between Management and the Board.
3.3 The Board has a lead independent director to provide leadership in situations where the Chairman is conflicted, and especially when the Chairman is not independent. The lead independent director 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.	The Company appointed Mr. Philip William Forrest as the Lead Independent Director with effect from 24 October 2024.



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.*

Guideline of the Code	Grand Banks Corporate Governance Practices
4.1 The Board establishes a Nominating Committee (“NC”) to make recommendations to the Board on relevant matters relating to:	The NC, whose terms of reference are approved by the Board, comprises five members: three Independent Directors and two Non-Independent and Non-Executive Directors. The NC Chairman is independent and not associated in any way with the substantial shareholders of the Company. The key functions of the NC in accordance with its terms of reference are to make recommendations to the Board on all new Board appointments, determine the size and composition of the Board, review the balance and effectiveness of the Board and identify the skills required at the Board level in ensuring that the Board remains effective and focused. The NC is responsible for making recommendations to the Board on all Board appointments and on the composition of executive, non-executive and independent directors of the Board. The NC met once during FY2026. Please refer to Table A.1 for the composition of the NC.
(a) the review of succession plans for directors, in particular the appointment and/or replacement of the Chairman, the CEO and key management personnel;	The NC continually deliberated on succession plans. The last review was done in 2024. The NC is undertaking further deliberations on succession planning in 2026/2027.
(b) the process and criteria for evaluation of the performance of the Board, its board committees and directors;	An annual evaluation of the performance of the Board and its Board committees is in place. Please refer to Guideline 5.1.



CORPORATE GOVERNANCE REPORT

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

The training and professional development programs for Board members are covered in Guideline 1.2.

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

The NC is responsible for making recommendations to the Board on all Board appointments and on the composition of executive, non-executive and independent directors of the Board. It also reviews and recommends on the nomination of directors who are retiring by rotation as well as determining annually whether or not a director is independent.

The Company does not have any alternate directors.

- 4.2 The NC comprises at least three directors, the majority of whom, including the NC Chairman, are independent. The lead independent director, if any, is a member of the NC.

The NC comprises five members: three Independent Directors and two Non-Independent and Non-Executive Directors. The NC Chairman is independent and not associated in any way with the substantial shareholders of the Company. The Lead Independent Director is a member of the NC.

- 4.3 The company discloses the process for the selection, appointment and re-appointment of directors to the Board, including the criteria used to identify and evaluate potential new directors and channels used in searching for appropriate candidates in the company's annual report.

When the need for a new director is identified, either to replace a retiring director or to enhance the Board's capabilities, the NC will make recommendations to the Board regarding the identification and selection of suitable candidates based on the desired qualifications, skill sets, competencies and experience, which are required to supplement the Board's existing attributes. If need be, the NC may seek assistance from external search consultants for the selection of potential candidates. Directors and Management may also put forward names of potential candidates, together with their curriculum vitae, for NC's consideration.

The NC, after completing its assessment, meets with the short-listed candidates to assess their suitability, before submitting their recommendations to the Board for approval.



CORPORATE GOVERNANCE REPORT

The NC reviews and recommends the nomination of each retiring Director to the Board after taking into consideration factors such as the individual Director's contribution, performance, attendance at the Board and/or Board Committee meetings, and adequate time and attention devoted to the affairs of the Group to discharge his duties as director of the Company, in particular directors with multiple board representations. Each member of the NC abstains from all discussions, deliberations and decisions in respect of their own performance assessment or re-election.

In accordance with Article 86 of the Constitution of the Company, one-third of the members of the Board (or, if the number is not three or a multiple of three, then the number nearest to one-third) shall retire from office by rotation at the Company's Annual General Meeting ("AGM"). The retiring directors are eligible to offer themselves for re-election.

The directors due to retire by rotation at the Company's forthcoming AGM for FY2026 pursuant to Article 86 of the Constitution and Rule 720(5) of the SGX-ST Listing Manual are Mr. Gerard Lim Ewe Keng (Non-Independent and Non-Executive Director of the Board) and Mr. Mark Jonathon Richards (Chief Executive Officer and Executive Director of the Board).

Mr. Gerard Lim Ewe Keng is an associate of Tan Sri Lim Kok Thay, a controlling shareholder of the Company by virtue of his role as the General Manager of Kien Huat Realty Sdn Bhd, a company ultimately owned by a discretionary trust, the beneficiaries of which are Tan Sri Lim Kok Thay and certain members of his family. Apart from the above disclosure there are no relationships including immediate family relationships between Mr. Gerard Lim Ewe Keng and the other Directors of the Company, the Company or its other substantial shareholders.



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There are no relationships including immediate family relationships between Mr. Mark Jonathon Richards and the other directors, the Company or its other substantial shareholders.

The Board has accepted the NC's nomination of the retiring directors who have given their consent for re-election at the forthcoming AGM of the Company. The Board recognises the contribution of its directors since their appointments. The Board has not set a fixed term of office for any of its directors.

The replacement of a director, when it occurs, does not necessarily reflect the director's performance, but may be driven by the need to align the Board with the needs of the Group.

4.4 The NC determines annually, and as and when circumstances require, if a director is independent, having regard to the circumstances set forth in Provision 2.1. Directors disclose their relationships with the company, its related corporations, its substantial shareholders or its officers, if any, which may affect their independence, to the Board. If the Board, having taken into account the views of the NC, determines that such directors are independent notwithstanding the existence of such relationships, the company discloses the relationships and its reasons in its annual report.

A director who has no relationship with the Group or its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of his independent business judgement in the best interest of the Group, is considered to be independent.

The NC conducts an annual review of directors' independence and is of the view that Ms. Kay Pang Ker-Wei, Mr. Philip William Forrest, Mr. Jeffrey Edward Fisher and Mr. Brian Marshall Storms continue to be independent and that, no one individual or small group dominates the Board's decision-making process. The independent directors had also confirmed their independence in accordance with the Code.

Any Director who has served on the Board beyond nine years is considered to be non-independent in line with SGX Listing Rule 210(5)(d)(iv).

The date of first appointment of each director of the Company is set out in Table A.1 to this report.



CORPORATE GOVERNANCE REPORT

The Company is in compliance with Rule 210(5)(c) which provides that Independent Directors must comprise of at least one-third of the Board.

The profiles of the Directors, including details of their academic and professional qualifications, directorships and/or chairmanships for both present and those held over the preceding three years in other public listed companies, other principal commitments, and date of first appointment and date of last re-appointment as director of the Company are set out on pages 8 to 14 of this Annual Report and in Tables A.1 and A.2.

Information on each director's shareholdings in the Company and its related companies are set out in the "Directors' Statement" section on pages 64 to 68 of this Annual Report.

Information on each director's designation (i.e. independent or executive or non-executive) is set out in the "Board of Directors" section on pages 8 to 14 as well as Corporate Information of this Annual Report and in Table A.1.

There are no relationships including immediate family relationships among the directors, the Company, its related corporations, its substantial shareholders or its officers, other than that disclosed in Guideline 4.3.



CORPORATE GOVERNANCE REPORT

4.5 The NC ensures that new directors are aware of their duties and obligations. The NC also decides if a director is able to and has been adequately carrying out his or her duties as a director of the company. The company discloses in its annual report the listed company directorships and principal commitments of each director, and where a director holds a significant number of such directorships and commitments, it provides the NC's and Board's reasoned assessment of the ability of the director to diligently discharge his or her duties.

All the non-executive Directors and the Independent Directors of the Company are each issued an appointment letter by the Company which spells out the duties and responsibilities of the Directors. The duties and responsibilities of the Directors are mentioned in Guideline 1.1.

All directors declare their board memberships annually.

The NC reviews each director on a case-to-case basis, taking into consideration any conflict of competing time commitments faced by directors with multiple board representations, including attendance and active participation during the Company's Board and Board Committee meetings when determining the capacity of the director.

The NC has reviewed and is satisfied that all directors have devoted sufficient time and attention to the affairs of the Group to adequately perform their duties as directors of the Company.

Details of each director's present and past three years directorships or chairmanship in other listed companies, and other principal commitments are set out in Table A.2 of this Annual Report.

Notwithstanding that there is no formal guideline in place to address the conflict of competing time commitments that are faced by directors with multiple board representations, the NC and the Board is cognizant of the recommendations as set out under Guideline 4.5 of the Code. The NC will continue to review, on an on-going basis, and recommend appropriate changes to the Company's practices and disclosures as and when deemed feasible and appropriate for the Company.



CORPORATE GOVERNANCE 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.*

Guideline of the Code	Grand Banks Corporate Governance Practices
5.1 The NC recommends for the Board's approval the objective performance criteria and process for the evaluation of the effectiveness of the Board as a whole, and of each board committee separately, as well as the contribution by the Chairman and each individual director to the Board.	The NC assesses the effectiveness of the Board as a whole, and of each Board committee separately. It does so by requiring all directors to complete a board evaluation questionnaire to seek their view on Board's and Board committee's performance and effectiveness as well as areas for improvement. The criteria by which the Board's performance is evaluated include meeting financial performance targets, enhancement of shareholder value and good corporate governance practices. The results of the NC's assessment for FY2026 are communicated to and accepted by the Board. The Board is satisfied that it has met its performance and effectiveness objectives for FY2026.
5.2 The company discloses in its annual report how the assessments of the Board, its board committees and each director have been conducted, including the identity of any external facilitator and its connection, if any, with the company or any of its directors.	Each director assesses the effectiveness of the Board as a whole as well as its Board committees by providing feedback to the NC through a board evaluation questionnaire. The results and feedback of the evaluation results are collated, reviewed and discussed by the NC and where necessary, recommendations are made to the Board to further enhance the effectiveness of the Board. The Chairman, in consultation with the NC, will, if necessary, propose steps to be undertaken to strengthen the Board's leadership so as to improve the effectiveness of the Board's oversight of the Company.



CORPORATE GOVERNANCE REPORT

Due to the relative size of the Board, the NC is of the view that individual evaluation of each director is not required. There are, regular dialogues among the directors who are therefore familiar with the performance of their fellow directors. The NC and the Board are cognizant of the recommendation as set out under this Guideline and would continue to review the need of such evaluations, on an on-going basis, and recommend appropriate changes to the Company's practices and disclosures as and when deemed feasible and appropriate for the Company.

REMUNERATION MATTERS

PROCEDURES FOR DEVELOPING REMUNERATION POLICIES

Principle 6: *The Board has a formal and transparent procedure for developing policies on director and executive remuneration, and for fixing the remuneration packages of individual directors and key management personnel. No director is involved in deciding his or her own remuneration.*

Guideline of the Code	Grand Banks Corporate Governance Practices
6.1 The Board establishes a Remuneration Committee ("RC") to review and make recommendations to the Board on:	The RC, whose terms of reference are approved by the Board, comprises five members: three Independent Directors and two Non-Independent and Non-Executive Directors. The primary purpose of the RC in accordance with its terms of reference is to recommend to the Board a framework of compensation, and the specific compensation packages for each director and the CEO of the Company. The RC shall cover all aspects of compensation, including but not limited to directors' fees, salaries, allowances, bonuses, share options, performance shares and benefits-in-kind. The RC will also review the compensation of key management personnel.



CORPORATE GOVERNANCE REPORT

If necessary, the RC can seek expert advice outside the Company on compensation of directors and/or key management personnel.

The RC met once during FY2026.

Please refer to Table A.1 for composition of the RC.

- (a) a framework of remuneration for the Board and key management personnel; and

The RC reviews and makes recommendations to the Board on the framework of remuneration packages and policies applicable to the CEO, the directors and the Group's senior executives.

- (b) the specific remuneration packages for each director as well as for the key management personnel.

The RC reviews the remuneration packages and employment contracts in order to attract and retain capable executives through competitive compensation. The RC recommends for the Board's endorsement, a framework of compensation that covers aspects of remuneration including directors' fees, salaries, allowances, bonuses, share options, performance shares, benefits-in-kind and specific remuneration packages for each director, the CEO and selected senior executives.

The RC had reviewed and determined the remuneration packages and service contracts for the CEO and Directors' Fee for Non-Executive Directors.

- 6.2 The RC comprises at least three directors. All members of the RC are non-executive directors, the majority of whom, including the RC Chairman, are independent.

The RC comprises five members: three Independent Directors and two Non-Independent and Non-Executive Directors. The RC Chairperson is independent.



CORPORATE GOVERNANCE REPORT

6.3 The RC considers all aspects of remuneration, including termination terms, to ensure they are fair.

The RC may utilise external consultant's advice and data to assist in the evaluation of its compensation recommendations. No director is involved in any deliberation in respect of his/her own remuneration, including any other forms of compensation or benefits to be granted to him or someone related to him. Each member of the RC abstains from making any recommendation on or voting on any resolutions in respect of his/her own remuneration package, except for providing information and documents specifically requested by the RC.

The Company has implemented contractual provisions allowing the Company to reclaim bonuses from the executive director and key management executives in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss to the Group.

6.4 The company discloses the engagement of any remuneration consultants and their independence in the company's annual report.

The Company's current remuneration consultant is Robinson Consulting Pte Ltd ("RCPL") which has an independent and objective relationship with the Group.

The Company last engaged RCPL for remuneration matters in FY2024.



CORPORATE GOVERNANCE REPORT

LEVEL AND MIX OF REMUNERATION

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

Guideline of the Code	Grand Banks Corporate Governance Practices
7.1 A significant and appropriate proportion of executive directors' and key management personnel's remuneration is structured so as to link rewards to corporate and individual performance. Performance-related remuneration is aligned with the interests of shareholders and other stakeholders and promotes the long-term success of the company.	In reviewing and determining the remuneration packages of the CEO and the Group's key management personnel, the RC considers the key management personnel's responsibilities, skills, expertise and contribution to the Group's performance when designing remuneration packages. An appropriate proportion of their remuneration is linked to individual and corporate performance and is aligned with the interests of shareholders. In line with this Guideline which encourages long-term incentive schemes, the RC administers the Group's Performance Share Plan (the "PSP") and Employee Share Option Scheme (the "ESOS"). The last PSP and ESOS were approved by Shareholders at the EGM held on 8 October 2014 with the objective of attracting and retaining key employees of the Group whose contributions are essential to the long-term growth and profitability of the Group. Both the PSP and ESOS expired on 7 October 2024. The Company plans to seek shareholders' approval for new PSP and ESOS schemes in upcoming AGM. The Board will seek approval from the shareholders to grant share awards and share options and to allot and issue shares each year when the new PSP and ESOS are in place.



CORPORATE GOVERNANCE REPORT

7.2 The remuneration of non-executive directors is appropriate to the level of contribution, taking into account factors such as effort, time spent, and responsibilities.

The Independent Directors and the Non-Executive Directors are paid directors' fees, which are reviewed and determined by the RC annually based on the effort, time spent and responsibilities of the directors, as well as benchmarking data provided by external experts (where applicable). The directors' fees are then recommended by the RC with each Director abstaining from matters relating to his/her own fees for the Board's endorsement and approval by the shareholders at the Company's AGM.

The Company will be seeking shareholders' approval for directors' fees of up to S\$445,000 for the financial year ending 30 June 2027 (FY2026: S\$445,000), to be paid quarterly in arrears.

Please see Table D.1 for the detailed schedule of FY2026 directors' fees for non-executive directors.

7.3 Remuneration is appropriate to attract, retain and motivate the directors to provide good stewardship of the company and key management personnel to successfully manage the company for the long term.

The RC continues to review and recommend appropriate changes to the Group's practices and disclosures as and when deemed feasible and appropriate for the Group.

The RC reviews the remuneration packages and employment contracts in order to attract and retain capable executives through competitive compensation. The RC recommends for the Board's endorsement, a framework of compensation that covers aspects of remuneration including directors' fees, salaries, allowances, bonuses, share options, performance shares, benefits-in-kind and specific remuneration packages for each director, the CEO and selected senior executives.

The annual reviews of the remuneration are carried out by the RC to ensure that the remuneration of the executive director and key management personnel ("KMP") commensurate with their performance and that of the Group, giving due regard to the financial and commercial health and business needs of the Group. The performance of the CEO (together with other KMP) is reviewed periodically by the RC and the Board.



CORPORATE GOVERNANCE REPORT

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.*

Guideline of the Code	Grand Banks Corporate Governance Practices
8.1 The company discloses in its annual report the policy and criteria for setting remuneration, as well as names, amounts and breakdown of remuneration of:	The Board has included a separate remuneration report to shareholders in the Annual Report, the remuneration of directors and the top five key management personnel (who are not Directors or the CEO).
(a) each individual director and the CEO; and	Please refer to Table D.1 for the actual remuneration for the directors (including the CEO) for FY2026.
(b) at least the top five management personnel (who are not directors or the CEO) in bands no wider than S\$250,000 and in aggregate the total remuneration paid to these key management personnel.	Please refer to Table D.2 for the top five management personnel's (who are not directors or CEO) remuneration disclosed in bands of S\$250,000 and the total aggregated remuneration paid to them for FY2026.
8.2 The company discloses the names and remuneration of employees who are substantial shareholders of the company, or are immediate family members of a director, the CEO or a substantial shareholder of the company, and whose remuneration exceeds S\$100,000 during the year, in bands no wider than S\$100,000, in its annual report. The disclosure states clearly the employee's relationship with the relevant director or the CEO or substantial shareholder.	None of the Company's employees whose remuneration exceeds S\$100,000 during FY2026 are related to a director or the CEO.



CORPORATE GOVERNANCE REPORT

8.3 The company discloses in its annual report all forms of remuneration and other payments and benefits, paid by the company and its subsidiaries to directors and key management personnel of the company. It also discloses details of employee share schemes.

Please refer to Note 26 of the Financial Statements and Tables D.1 and D.2.

The remuneration paid to the executive director and key management personnel comprises base/fixed salary component and variable components such as share plans (PSP and ESOS), bonus and other benefits. The individual's entitlement for the variable component is determined based on their personal performance and the Group's financial performance, principally the net profit before tax. These performance objectives are chosen for their objectivity and ease of measurement.

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.*

Guideline of the Code

9.1 The Board determines the nature and extent of the significant risks which the company is willing to take in achieving its strategic objectives and value creation. The Board sets up a Board Risk Committee to specifically address this, if appropriate.

Grand Banks Corporate Governance Practices

The RMAC has the responsibility of overseeing the Group's risk management framework and policies. The terms of reference for the RMAC are in line with the Revised Guidelines for Audit Committees released by the Monetary Authority of Singapore in 2024.

The RMAC conducts review of the Group's risk management framework and policies on a regular basis and reports all material updates/findings to the Board. Hence the Board is of the view that it would not be necessary to establish a separate risk committee to oversee and monitor the Group's risk management framework and policies as recommended under this Guideline.



CORPORATE GOVERNANCE REPORT

With the support of an external firm, Virtus Assure Pte Ltd, serving as the independent Internal Auditor ("IA"), the Group has designed an Enterprise Risk Management ("ERM") framework to monitor, manage and build awareness within the Group of the various risks to which the Group is exposed. The Board also reviews the Group's business and operational activities to identify areas of significant business risk as well as appropriate measures to control and mitigate these risks within the Group's policies and business strategies. The Board also determines the extent of significant risks which the Group is willing to take. The IA is retained to perform the Group's internal audit function and continues to update the Group's enterprise risk profile by facilitating management risk/control self-assessment to generate an updated risk register to be used by the RMAC to monitor measures implemented to mitigate the risks identified. The IA also reviews the manner in which the Group manages such risks. The objective of the risk assessment is to identify and assess risks which include key financial, operational, strategic, compliance and information technology risks as well as to evaluate the internal control systems.

The RMAC is regularly updated on the Group's risk management program and internal control systems. The RMAC reports all material updates to the Board.

9.2 The Board requires and discloses in the company's annual report that it has received assurance from:

- (a) the CEO and the Chief Financial Officer ("CFO") that the financial records have been properly maintained and the financial statements give a true and fair view of the company's operations and finances; and

The Board receives assurance annually from the CEO, the CFO and key management personnel.

The RMAC and the Board have received assurance from the CEO and the CFO in respect of FY2026 and are of the opinion that the financial records of the Group have been properly maintained and the financial statements give a true and fair view of the Group's operations and finances.



CORPORATE GOVERNANCE REPORT

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- (b) the CEO and other key management personnel who are responsible, regarding the adequacy and effectiveness of the company's risk management and internal control systems.

The RMAC and the Board have received assurance from the CEO and CFO in respect of FY2026 that the Group's risk management and internal control systems are adequate, effective and provide reasonable assurance that the Group will not be adversely affected by any event that could be reasonably foreseen as it strives to achieve its business objectives.

Reviews and tests of the internal control procedures and systems are carried out by the IA. A Control Self-Assessment review is also conducted by the IA to assist the Board and Management to obtain assurance on the adequacy and effectiveness of the system of internal controls during the year.

The IA is satisfied with reasonable assurance that the systems of internal controls and risk management in place are adequate and effective to achieve the internal control objectives, including the financial, operational, strategic, and information technology controls as well as address the compliance risks of the Group in FY2026.

Based on the foregoing, the RMAC and the Board are satisfied with the adequacy and effectiveness of the Group's risk management systems and internal control systems including financial, operational, strategic, information technology controls and compliance risks.



CORPORATE GOVERNANCE REPORT

AUDIT COMMITTEE

Principle 10: *The Board has an Audit Committee (“AC”) which discharges its duties objectively.*

Guideline of the Code	Grand Banks Corporate Governance Practices
10.1 The duties of the AC include:	The RMAC comprises six members: four Independent Directors and two Non-Independent and Non-Executive Directors, functions under the RMAC’s terms of reference approved by the Board. The RMAC has unrestricted access to information pertaining to the Group, to both internal and external auditors and the full co-operation from the Management team to enable it to properly discharge its responsibilities. The RMAC has full discretion to invite any executive officer to attend its meetings and has access to other outside resources to enable it to perform its duties. The RMAC has explicit authority to investigate any matter within its terms of reference. The RMAC and Management have continuously kept themselves updated on the changes to accounting standards, Listing Manual of the SGX-ST and other regulations which could have a direct impact on the Group’s business and financial statements by attending relevant seminars conducted by Singapore Institute of Directors, Institute of Singapore Chartered Accountants, the Big Four accounting firms, SGX and other organisations.



CORPORATE GOVERNANCE REPORT

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- (a) reviewing the significant financial reporting issues and judgements so as to ensure the integrity of the financial statements of the company and any announcements relating to the company's financial performance;

The RMAC meets on a quarterly basis to review the quarterly financial results of the Group, the audited annual financial statements, SGXNET announcements and all related disclosures to shareholders before submission to the Board for approval. In the process, the RMAC reviews and discusses with Management the accounting principles, estimates and judgement that were applied for adequate provisioning and disclosure, including critical accounting policies and any significant changes that would have an impact on the Group's financials. The RMAC also considers the reports from the external auditors, including their findings on the key areas of audit focus.

The significant matters that were discussed with Management and the external auditors, have been included as Key Audit Matters ("KAMs") in the audit report for the financial year ended 30 June 2026. These significant matters were i) impairment of non-financial assets, including goodwill and other intangible assets, and ii) accounting for construction contracts. Please refer to pages 70 and 71 of this Annual Report. RMAC's comments on the KAMs are listed below.



CORPORATE GOVERNANCE REPORT

KAM 1: Impairment of non-financial assets, including goodwill and other intangible assets**RMAC's Comments**

The Group performs an annual impairment assessment on non-financial assets including goodwill, which requires determination of the recoverable amount of cash generating unit ("CGU") based on value-in-use. This requires Management to make significant judgements and estimates with regards to the computation of future cash flows, use of discount rates and other assumptions.

The RMAC reviewed the assessment by Management and queried the appropriateness of the assumptions made, including the consistent application of Management's methodology, the achievability of the business plans, assumption in relation to terminal growth in the business and the discount rates used. Considerable judgement was required in the preparation of the business plans. Having completed several new yacht models in recent years, the Management has better grasp of the future revenue and expenses growth rates.

The RMAC also reviewed the stress testing of Management's value-in-use calculation to ensure there is sufficient headroom over the carrying value of the CGU. The RMAC was satisfied with the appropriateness of the analyses performed by Management and had concurred that as of 30 June 2026, no impairment of the non-financial assets including goodwill allocated to the CGU was required.



CORPORATE GOVERNANCE REPORT

KAM 2: Accounting for construction contracts

RMAC's Comments

The RMAC reviewed the Management's approach to the recognition of revenue, particularly revenue from sales of new yachts which is recognised progressively as construction progresses with reference to the percentage of completion method which involves Management's assessment of the total budgeted cost of the yachts, which is a key input to determine the stage of completion of the yachts. Both the determination of the percentage of completion and the amount of profit to be recognised in the income statement involve judgement and are subject to estimation uncertainties.

Having built several new yacht models in recent years, the Management is able to estimate fairly accurately the labour, materials and overhead costs to build these new yachts. Management's estimates of these costs are continually being refined as more production data become available and has improved in accuracy.

The RMAC concurred with Management's assessment on revenue recognition in the income statement.

- (b) reviewing at least annually the adequacy and effectiveness of the company's internal controls and risk management systems;

The RMAC evaluates the adequacy and effectiveness of the Group's risk management systems and internal control systems including financial, operational, strategic, compliance risk and information technology controls and regulatory compliance of the Group through discussion with Management and with both its internal and external auditors.

The RMAC also reviews the Group's compliance with the Listing Manual of the SGX-ST and Code of Corporate Governance including interested person transactions and whistle-blowing activities, if any.



CORPORATE GOVERNANCE REPORT

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| <p>(c) reviewing the assurance from the CEO and the CFO on the financial records and financial statements;</p> | <p>The RMAC reviews half-yearly the assurance from the CEO and the CFO that the financial records have been maintained properly and the financial statements give a true and fair view of the Group's operations and finances. The RMAC is satisfied with the assurance given.</p> |
| <p>(d) making recommendations to the Board on: (i) the proposals to the shareholders on the appointment and removal of external auditors; and (ii) the remuneration and terms of engagement of the external auditors;</p> | <p>The RMAC recommends to the Board the appointment, re-appointment and removal of external auditors, as well as the remuneration and terms of engagement of the external auditors.</p> |
| <p>(e) reviewing the adequacy, effectiveness, independence, scope and results of the external audit and the company's internal audit function; and</p> | <p>The RMAC reviews the following: the scope of the independent auditors' audit plan; the cost-effectiveness of the independent audit; the independent auditors' reports and the significant financial reporting issues and judgements to assess the integrity of the Group's financial statements.</p> <p>The RMAC also reviews the independence and objectivity of the external auditors.</p> <p>The RMAC undertakes the review of the independence and objectivity of the external auditors through discussions with the external auditors as well as by reviewing the non-audit services provided and the fees paid to them. It is the opinion of the RMAC that the non-audit services provided by the external auditors do not affect the independence of the external auditors. The RMAC is satisfied with their independence and recommends the re-appointment of the external auditors, KPMG LLP, at the AGM of the Company.</p> <p>The breakdown of the fees paid in total to the external auditors for audit and non-audit services is shown on page 125 of this Annual Report.</p> <p>The internal audit ("IA") function is outsourced to an external firm, Virtus Assure Pte Ltd.</p> |
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CORPORATE GOVERNANCE REPORT

The RMAC reviews the adequacy and effectiveness of internal audit plans, determines the scope of audit examination and approves the internal audit budget. It discusses the significant internal audit observations, as well as Management's responses and actions to correct any deficiencies, with Management and the external auditors.

The RMAC has reviewed the effectiveness of the internal audit firm and is satisfied that the internal audit firm is adequately resourced and staffed with qualified and experienced professionals with the relevant experience to carry out the internal audit function of the Group effectively. The RMAC and the Board are satisfied that the internal audit function is independent, effective and adequately resourced.

- (f) reviewing the policy and arrangements for concerns about possible improprieties in financial reporting or other matters to be safely raised, independently investigated and appropriately followed up on. The company publicly discloses, and clearly communicates to employees, the existence of a whistle-blowing policy and procedures for raising such concerns.

The Group's employee handbook has sections on Ethics and Business Principles against Corruption that sets the guidelines regarding appropriate corporate behaviour and business ethics within the Group. The Group has also established a whistle-blowing policy which provides the channel for employees of the Group to raise, in good faith and in confidence, any concerns about improprieties in financial reporting or other matters, including those relating to its officers. Employees are encouraged to contact the Internal Auditor directly via email, bypassing management to ensure full independence, if they have any concerns. The Internal Auditor reports directly to the RMAC Chairman. The RMAC Chairman ensures the identities of all employees making such contacts will be kept confidential and they will not be penalised or be unfairly treated in any way. Contact detail of the Internal Auditor has been made available to the employees. RMAC is responsible for the oversight and monitoring of whistle-blowing and will investigate all such incidents. There were no reported incidents pertaining to whistle-blowing in FY2026.

The RMAC has reviewed the Code of Ethics and Business Principles and the whistle-blowing policy and is satisfied with their appropriateness.



CORPORATE GOVERNANCE REPORT

10.2 The AC comprises at least three directors, all of whom are non-executive and the majority of whom, including the AC Chairman, are independent. At least two members, including the AC Chairman, have recent and relevant accounting or related financial management expertise or experience.

The RMAC comprises six members: four independent directors and two non-independent and non-executive directors, all of whom are appropriately qualified to discharge their responsibilities and functions. The RMAC Chairman is an independent director.

The RMAC met four times during FY2026. Please refer to Table A.1 for composition of the RMAC.

The RMAC members are appropriately qualified to discharge their responsibilities. Three members are trained in accounting and financial management. All members are familiar with financial statements. In addition, the RMAC Chairman is a Fellow of CPA Australia and a Fellow of Chartered Accountants Australia and New Zealand.

10.3 The AC does not comprise former partners or directors of the company's existing auditing firm or auditing corporation: (a) within a period of two years commencing on the date of their ceasing to be a partner of the auditing firm or director of the auditing corporation; and in any case, (b) for as long as they have any financial interest in the auditing firm or auditing corporation.

None of the RMAC members is a former partner or director of the Company's existing auditing firm.

10.4 The primary reporting line of the internal audit function is to the AC, which also decides on the appointment, termination and remuneration of the head of the internal audit function. The internal audit function has unfettered access to all the company's documents, records, properties and personnel, including the AC, and has appropriate standing within the company.

The IA reports directly to the RMAC.

The RMAC approves the hiring, removal, evaluation and the fees of the IA. The IA has unfettered access to all the Group's documents, records, personnel and the RMAC.

The internal audit function is outsourced to an external firm, Virtus Assure Pte Ltd.

The IA is a Certified Internal Auditor and is guided by The Standards of The Institute of Internal Auditors in carrying out the internal audit functions of the Group.



CORPORATE GOVERNANCE REPORT

The RMAC has reviewed and determined that the internal audit firm has met or exceeded its obligations under the terms of engagement. It reviews and approves the annual internal audit plan as well as reviews the results of the regular audits including the monitoring of the implementation of the improvements required on internal control weaknesses identified. The Board is satisfied with the adequacy of the internal audit function and is confident it has an appropriate standing within the Group, is adequately resourced and is independent of the activities it audits.

10.5 The AC meets with the external auditors, and with the internal auditors, in each case without the presence of Management, at least annually.

The RMAC met with the internal auditors and the external auditors separately, at least once a year, without the presence of Management to review any areas of audit concern that might have arisen in the course of their audit.

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.*

Guideline of the Code

11.1 The company provides shareholders with the opportunity to participate effectively in and vote at general meetings of shareholders and informs them of the rules governing general meetings of shareholders.

Grand Banks Corporate Governance Practices

The Company ensures that shareholders have the opportunity to participate effectively in and vote at the general meetings of shareholders. Copies of the Annual Report, the Circular and the Notices of the AGM and/or Extraordinary General Meetings ("EGM"), where applicable, are available to every shareholder of the Company, informing them of the rules and voting procedures that govern the general meetings. The Notices of the general meetings are also advertised in the newspapers and announced via SGXNET and made available on the Company's website <http://grandbanks.listedcompany.com>.



CORPORATE GOVERNANCE REPORT

For greater transparency and fairness in the voting process, voting at all the Company's general meetings are conducted by poll. This allows all shareholders to vote on a one-share-one-vote basis.

The Company appoints a polling agent for general meetings. The polling agent explains the rules and voting procedures to shareholders at the general meetings.

All the Directors, external auditors and the internal auditors of the Company attended the AGM on 24 October 2025. An Extraordinary General Meeting was held during the financial year under review. For FY2025, the Company had received questions in advance from Shareholders and published its responses to substantial and relevant questions via SGXNET prior to the AGM.

The Company's FY2026 AGM is being convened, and will be held physically on 23 October 2026 at Goodwood Park Hotel. Further details on the conduct of the upcoming AGM are set out in the Notice of AGM dated 30 September 2026 which have been made available on the Company's website and SGXNET.

11.2 The company tables separate resolutions at general meetings of shareholders on each substantially separate issue unless the issues are interdependent and linked so as to form one significant proposal. Where the resolutions are "bundled", the company explains the reasons and material implications in the notice of meeting.	All the resolutions at general meetings are each separately tabled as single item resolutions. The Company has employed electronic polling. All resolutions are put to vote by poll and the detailed results of the poll are announced at the meetings as well as on SGXNET.
11.3 All directors attend general meetings of shareholders, and the external auditors are also present to address shareholders' queries about the conduct of audit and the preparation and content of the auditors' report. Directors' attendance at such meetings held during the financial year is disclosed in the company's annual report.	The Chairmen/Chairperson of the Board, RMAC, NC, RC and SC are present to address all queries raised by shareholders at the general meetings. The external auditors, KPMG LLP, and internal auditors, Virtus Assure Pte Ltd, are also invited to attend the general meetings to address any shareholders' queries about the conduct of their audits.



CORPORATE GOVERNANCE REPORT

11.4 The company's Constitution (or other constitutive documents) allow for absentia voting at general meetings of shareholders.

The Company's Constitution allows shareholders to vote in absentia, including but not limited to voting by mail, electronic mail or facsimile. It does not place a limit on the number of proxies a shareholder can appoint.

The Company's Constitution allows any shareholder, who is unable to attend the general meetings in person, to appoint one or more proxies to attend and vote in his/her place at the general meetings via proxy forms submitted in advance (i.e. not less than 24 hours before the time appointed for poll). The proxy form is sent together with the notice of general meetings to all shareholders.

The Company will be sending printed copies of its Notice of AGM and the accompanying Proxy Form for the FY2026 AGM to its shareholders.

Copies of the Company's Annual Report, Notice of AGM and the Proxy Form are also made available on the SGXNET at the URL <https://www.sgx.com/securities/company-announcements> and the Company's website at the URL <http://grandbanks.listedcompany.com>.

The voting results of all votes cast for or against each resolution (including the respective percentages) are disclosed during the general meetings and the same will be announced via SGXNET after the conclusion of the general meetings.

11.5 The company publishes minutes of general meetings of shareholders on its corporate website as soon as practicable. The minutes record substantial and relevant comments or queries from shareholders relating to the agenda of the general meeting, and responses from the Board and Management.

Presentations made at general meetings, the results and the minutes of the general meetings are published via SGXNET and made available on the Company's website.

The minutes of the Company's AGM held last year on 24 October 2025 were announced via SGXNet within a month of the AGM, on 20 November 2025.



CORPORATE GOVERNANCE REPORT

11.6 The company has a dividend policy and communicates it to shareholders.

Payment of dividends will depend on the Group's earnings, financial position, results or operations, capital needs, plans for expansion, and other factors as the Board may deem appropriate.

For FY2026, the Company has paid out an interim dividend of S\$0.005 per ordinary share on 27th March 2026. The Board has proposed a final dividend of S\$0.010 per ordinary share, in respect of FY2026 for shareholders' approval at the Company's forthcoming AGM on 23 October 2026. The aggregate of the interim and final dividends for FY2026 is a total of S\$0.015 per ordinary share (FY2025: S\$0.015 per ordinary share). The Board will consider a dividend policy in future, and endeavours to pay dividends as and when the Group's profits are sustainable.

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.*

Guideline of the Code	Grand Banks Corporate Governance Practices
12.1 The company provides avenues for communication between the Board and all shareholders and discloses in its annual report the steps taken to solicit and understand the views of shareholders.	Both Executive and Non-Executive Board members meet or speak with key shareholders regularly to gather their views and address their concerns. The Company has engaged an investor relations firm, WeR1 Consultants Pte Ltd, to build relationship with shareholders, investor communities and other stakeholders and to organise analyst briefings, factory tours and other events for investors and press releases. Shareholders are also encouraged to share their views and feedback with the Company via its investor relations firm.



CORPORATE GOVERNANCE REPORT

12.2 The company has in place an investor relations policy which allows for an ongoing exchange of views so as to actively engage and promote regular, effective and fair communication with shareholders.

In line with the Group's disclosure obligations pursuant to the SGX-ST Listing Rules and the Companies Act, the Board's policy is that all material and price sensitive information regarding the Company and the Group must be publicly released via SGXNET (in the form of notices, press releases, circulars and annual reports) and be accessible to all shareholders simultaneously in an accurate, comprehensive and timely manner. The Company does not practise selective disclosure of material information.

The Company has transitioned from reporting on a quarterly basis to reporting half-yearly and full year announcement of its financial results in accordance with the amended Rule 705(2) of the Mainboard Rules of the Singapore Exchange Securities Trading Limited ("SGX-ST") Listing Manual. The first such announcement was for the Half-Yearly and Full Year Financial Statements for the Year Ended 30 June 2020. However, the Company had continued to provide quarterly updates of its performance and businesses within 45 days of the quarter-ends and update shareholders on material developments relating to the Group as and when appropriate in accordance with SGX-ST Listing Manual. With effect from 1st Quarter FY2026, the Company has stopped providing 1st Quarter and 3rd Quarter updates of its performance and businesses but will provide on a continuing basis any material developments during the period. Half year and Full Year results announcements will continue to be provided within 45 days and 60 days of the period/year end respectively.

The annual reports, circulars and notices of general meetings are available to shareholders by way of electronic means at least 14 days prior to the general meetings. The notices of general meetings are also advertised in The Business Times. Please also refer to Guideline 11.1.



CORPORATE GOVERNANCE REPORT

The voting results of all votes cast for or against each resolution as disclosed during the general meetings are announced via SGXNET after the conclusion of the general meetings.

The Group also maintains a comprehensive website accessible to the public which describes the Group's products and business among other items.

12.3 The company's investor relations policy sets out the mechanism through which shareholders may contact the company with questions and through which the company may respond to such questions.

Shareholders are encouraged to liaise with the Directors or the officers of the Company as well as its investor relations firm with questions and concerns. The names and contact details of key officers and investor relations firm are set out in the Corporate Information section of its Annual Reports.

MANAGING STAKEHOLDERS RELATIONSHIPS ENGAGEMENT WITH STAKEHOLDERS

Principle 13: *The Board adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of its overall responsibility to ensure that the best interests of the company are served.*

Guideline of the Code	Grand Banks Corporate Governance Practices
13.1 The company has arrangements in place to identify and engage with its material stakeholder groups and to manage its relationships with such groups.	Stakeholders are groups that are impacted by the Group's businesses and operations and who also similarly impact the Group's businesses and operations. These stakeholder groups have been identified through an assessment of their significance to the business operations. They include customers, employees, shareholders/investor fraternity, suppliers/contractors, industry/peers, government/regulators and community/media/NGOs. The Group has regularly engaged its stakeholders through various medium and channels to ensure that its business interests are aligned with those of the stakeholders', to understand and address their concerns so as to improve the Groups' services and product standards, as well as to sustain business operations for long-term growth.



CORPORATE GOVERNANCE REPORT

13.2 The company discloses in its annual report its strategy and key areas of focus in relation to the management of stakeholder relationships during the reporting period.

The strategy and key areas of focus in management of stakeholder relationships are outlined in its Sustainability Report on pages 180 to 183 of the Annual Report.

The company has undertaken a process to determine the Environmental, Social and Governance ("ESG") issues which are important to these stakeholders. These issues form the materiality matrix upon which targets, performance and progress are reviewed and endorsed by the Board annually.

All Board members have completed SGX RegCo-endorsed sustainability training conducted by Singapore Institute of Directors and Institute of Singapore Chartered Accountants.

13.3 The company maintains a current corporate website to communicate and engage with stakeholders.

All material information on the performance and development of the Group is disclosed in a timely and comprehensive manner through SGXNET, press releases, the Company's website <http://grandbanks.listedcompany.com>. The Company does not practice selective disclosure of material information. The websites, which are updated regularly, contains various information on the Group and serve as important resources for all stakeholders.

OTHER CORPORATE GOVERNANCE MATTERS

Adequacy and effectiveness of internal controls and risk management systems

(Listing Manual Rule 1207(10))

This is covered in Guideline 9.2

Dealing in securities

(Listing Manual Rule 1207(19))

The Company has adopted an internal code of best practices on dealings in securities, which has been disseminated and distributed to all officers and employees, to provide guidance to the officers, including directors of both the Company and its subsidiaries with regards to dealings in the Company's securities and to be mindful of the law on insider trading as prescribed by the Securities and Futures Act, the Companies Act and other appropriate authorities. It is an offence to deal in the Company's securities, while they are in possession of unpublished price-sensitive information of the Group.



CORPORATE GOVERNANCE REPORT

Directors and officers of the Group are advised not to deal (whether directly or indirectly) in the Company's securities on short-term considerations or when they are in possession of unpublished price-sensitive information. The Directors and officers of the Group are prohibited from dealing in the Company's securities during the period commencing one month before the announcement of the Group's half-year and full year financial results and ending on the date of announcement of such results on the SGX-ST. The Directors and officers of the Group are also encouraged not to deal in the Company's securities during the two weeks before the Group's quarterly business updates (if any) and ending on the date of announcement of those quarterly updates on the SGX-ST. Reminders include a computer-generated email sent to all directors and senior executives. Directors and senior executives are required to report to the Company Secretary whenever they deal in the Company's securities. The Company Secretary assists the RMAC and the Board in monitoring such shares transactions and making the necessary announcements.

"Directors and senior executives" include the following classes of employees:

- (1) All officers and directors;
- (2) All sales managers and those sales employees managing the independent dealers and brokers who sell the Group's yachts;
- (3) All significant participants in the financial consolidation process;
- (4) Others with significant management responsibility whose decisions can materially impact the Company's financial results; and
- (5) Certain administrative personnel who assist both the Company's Chief Financial Officer and Company Secretary in preparing all public announcements and materials distributed to the Board of Directors.

Interested Person Transactions

(Listing Manual Rule 907 & 1207(17))

The Group does not have a general mandate from shareholders for interested person transactions pursuant to Listing Manual Rule 920.

There were no interested person transactions of S\$100,000 and above during the year.

Material Contracts

(Listing Manual Rule 1207(8))

No material contracts of the Company or its subsidiaries involving the interests of the CEO or any Director or controlling shareholders existed at the end of the financial year or have been entered into since the end of the previous financial year other than that disclosed in Note 26 to the Financial Statements. In addition, no Director or a related company with a Director has received a benefit from any contract entered into by the Group since the end of the previous financial year.



CORPORATE GOVERNANCE REPORT

Whistle-blowing Policy

(Listing Manual Rule 1207(18A) & (18B))

This is covered in Guideline 10.1(f)

Use of Proceeds

(Listing Manual Rule 1207(20))

Not applicable

Table A.1 – Composition of Board and Board Committees

Name of Directors	Designation	Date of Initial Appointment	Date of Last Re-Appointment Pursuant to Articles 86 or 92	RMAC	NC	RC	SC
Basil Chan	Non-Independent and Non-Executive Director; Chairman**	14 November 2011	24 October 2025 (Article 86)	Member	Member	Member	Member
Gerard Lim Ewe Keng	Non-Independent and Non-Executive Director	21 February 2013	24 October 2024 (Article 86)	Member	Member	Member	–
Kay Pang Ker-Wei	Independent and Non-Executive Director	1 August 2024	24 October 2024 (Article 92)	Member	Member	Chairperson	–
Philip William Forrest	Lead Independent and Non-Executive Director	24 October 2024	24 October 2025 (Article 92)	Chairman	Member	Member	–
Jeffrey Edward Fisher	Independent and Non-Executive Director	24 October 2024	24 October 2025 (Article 92)	Member	Chairman	–	Member
Brian Marshall Storms	Independent and Non-Executive Director	24 October 2024	24 October 2025 (Article 92)	Member	–	Member	Chairman
Mark Jonathon Richards	Chief Executive Officer and Executive Director	1 August 2014	24 October 2024 (Article 86)	–	–	–	Member

** Mr. Basil Chan was re-designated as a Non-Independent and Non-Executive Chairman on 24 October 2024.



CORPORATE GOVERNANCE REPORT

Table A.2 – Details of each Director's present and past three years directorships in other public listed companies and other Principal Commitments

Name of Directors	Present Directorship in other listed companies	Other Principal Commitments	Past Directorship in listed companies held over the preceding three years
Basil Chan	Nera Telecommunications Ltd – Lead Independent Non-Executive Director QAF Limited – Independent Non-Executive Director	MBE Corporate Advisory Pte Ltd – Managing Director Memories (2022) Pte. Limited. – Non-Executive Chairman Broadway Industrial Group Limited – Non-Executive Director	Broadway Industrial Group Limited (Delisted on 21 April 2026) – Lead Independent Non-Executive Director
Gerard Lim Ewe Keng	Nil	Kien Huat Realty Sdn Bhd	Nil
Kay Pang Ker-Wei	Serial Achieva Ltd – Independent Director	Kay Pang Law Practice LLC – Managing Director & CEO Singapore Heart Foundation – Vice-Chair Singapore Management University – Associate Faculty Singapore Institute of Directors – Governing Council Member	Nera Telecommunications Ltd – Independent Director



CORPORATE GOVERNANCE REPORT

Name of Directors	Present Directorship in other listed companies	Other Principal Commitments	Past Directorship in listed companies held over the preceding three years
Philip William Forrest	Nil	TCIG Resources Pte. Ltd. – Independent Director Evolve Agribusiness Pte Ltd – Independent Director Voyager Estate (Singapore) Pte Ltd – Independent Director Readymix Holdings International Pte Ltd – Independent Director Gemstar Technology Asia Pte Ltd – Independent Director James Cook University Singapore Pte. Ltd. – Independent Director	8VI Limited – Independent Director
Jeffrey Edward Fisher	Nil	JF Fisher Holdings Pty Limited ATF Fisher Investment Trust – Officer Jeff Fisher Super Fund Pty Limited The Jeff Fisher Superannuation Fund – Officer	Nil
Brian Marshall Storms	Nil	Nil	Nil
Mark Jonathon Richards	Nil	Nil	Nil



CORPORATE GOVERNANCE REPORT

Table B – Number of Meetings held and Attendance by Directors at the General Meetings and meetings of the Board and Board Committees during FY2026

	Board of Directors Meetings	Board Committees Meetings				General Meeting
		RMAC	RC	NC	SC	AGM
Number of Meetings held	5	4	1	1	1	1
Name of Directors	No. of meetings attended*					
Basil Chan	5/5	4/4	1/1	1/1	1/1	1/1
Gerard Lim Ewe Keng	5/5	4/4	1/1	1/1	NA	1/1
Kay Pang Ker-Wei	5/5	4/4	1/1	1/1	NA	1/1
Philip William Forrest	5/5	4/4	1/1	1/1	NA	1/1
Jeffrey Edward Fisher	5/5	4/4	NA	1/1	1/1	1/1
Brian Marshall Storms	4/5	3/4	0/1	NA	1/1	1/1
Mark Jonathon Richards	5/5	NA	NA	NA	1/1	1/1

NA – Not applicable as he is not a member of the Committee.

* – The numerator denotes the number of meetings the director attended while the denominator denotes the number of meetings held.

For example, 10/10 means the director attended ten meetings out of ten meetings he could have attended i.e. 100% attendance.

Table C – Directors subject for re-election

Board Members	Date of appointment	Date of last re-appointment pursuant to Article 86
The Director named below is retiring by rotation pursuant to Article 86 of the Company's Constitution and being eligible, the retiring Directors have given their consent for re-election at the Company's forthcoming AGM on 23 October 2026:		
Gerard Lim Ewe Keng	21 February 2013	25 October 2024
Mark Jonathon Richards	1 August 2014	25 October 2024



CORPORATE GOVERNANCE REPORT

Table D.1 – Remuneration of Directors and CEO

The table below shows the breakdown of remuneration for each Director (including the CEO) for FY2026.

Remuneration of Directors (including the CEO)

Remuneration Band & Name of Directors	Base/Fixed Salary ⁽¹⁾	Share Plan	Bonus	Directors' Fees	Other Benefits	Total
S\$2,000,001 to S\$2,250,000						
Mark Jonathon Richards	1,200,000	75,466	800,000	–	94,299	2,169,765
Below S\$250,000						
Basil Chan	–	9,433	–	94,500	–	103,933
Gerard Lim Ewe Keng	–	–	–	64,000	–	64,000
Kay Pang Ker-Wei	–	–	–	70,500	–	70,500
Philip William Forrest	–	–	–	75,000	–	75,000
Jeffrey Edward Fisher	–	–	–	70,500	–	70,500
Brian Marshall Storms	–	–	–	70,500	–	70,500

Note:

(1) Inclusive Central Provident Fund contributions, other defined contribution plans and other fixed monthly payments.

	Actual FY2026	Proposed for FY2027
Directors' fees schedule for:		
Board members:	S\$42,000	S\$42,000
Chairman of the Board: additional	S\$25,000	S\$25,000
Member of the RMAC:	S\$11,000	S\$11,000
Chairman of the RMAC: additional	S\$11,000	S\$11,000
Member of other Committees:	S\$5,500	S\$5,500
Chairman of other Committees: additional	S\$6,500	S\$6,500



CORPORATE GOVERNANCE REPORT

Table D.2 – Remuneration of Top Five Management Personnel

The table below shows the remuneration bands for the top five key management personnel (who are not Directors or the CEO) for FY2026.

Remuneration of Top Five Management Personnel (who are not Directors or the CEO)

Remuneration Band & Name of Management Personnel	Base/Fixed Salary ⁽¹⁾	Share Plan	Bonus	Commission	Other Benefits ⁽²⁾	Total
S\$1,000,001 to S\$1,250,000						
Samuel Henry Compton III	68.1%	3.8%	10.1%	–	18.0%	100%
S\$750,001 to S\$1,000,000						
Lynn Fischer	60.0%	–	40.0%	–	–	100%
S\$500,001 to S\$750,000						
Chiam Heng Huat	54.6%	6.5%	32.4%	–	6.5%	100%
James David Craig	78.6%	3.6%	9.1%	–	8.7%	100%
S\$250,001 to S\$500,000						
Robert Gilmour	72.6%	6.5%	12.6%	–	8.3%	100%

Total aggregate remuneration paid to the top five management personnel (who are not Directors or the CEO) for FY2026 was S\$3,353,336 (FY2025: S\$2,522,230).

Notes:

(1) Inclusive of Central Provident Fund contributions, other defined contribution plans and other fixed monthly payments.

(2) Inclusive of benefits-in-kind.



DIRECTORS' STATEMENT

We are pleased to submit this annual report to the members of the Company together with the audited financial statements for the financial year ended 30 June 2026.

In our opinion:

- (a) the financial statements set out on pages 75 to 142 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 30 June 2026 and the financial performance, changes in equity and cash flows of the Group for the year ended on that date in accordance with the provisions of the Companies Act 1967 ("the Act") and Singapore Financial Reporting Standards (International); 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.

The Board of Directors has, on the date of this statement, authorised these financial statements for issue.

Directors

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

Basil Chan
Gerard Lim Ewe Keng
Mark Jonathon Richards
Kay Pang Ker-Wei
Philip William Forrest
Jeffrey Edward Fisher
Brian Marshall Storms

Directors' interests

According to the register kept by the Company for the purposes of Section 164 of the Companies Act 1967 ("the Act"), particulars of interests of directors who held office at the end of the financial year (including those held by their spouses and children) in shares, debentures, warrants and share options in the Company and in related corporations (other than wholly-owned subsidiaries) are as follows:

	Ordinary Shares		Share Options	
	Holdings at beginning of year/date of appointment	Holdings at end of year	Holdings at beginning of year	Holdings at end of year
The Company				
Basil Chan	301,500	301,500	250,000	250,000
Gerard Lim Ewe Keng	212,000	212,000	–	–
Mark Jonathon Richards	12,375,400	12,375,400	2,000,000	2,000,000
Jeffrey Edward Fisher	220,100	220,100	–	–



DIRECTORS' STATEMENT

Except as disclosed in this statement, no director who held office at the end of the financial year had interests in shares, debentures, warrants or share options of the Company, or of related corporations, either at the beginning of the financial year, or at the end of the financial year.

There was no change in any of the above mentioned interests in the Company between the end of the financial year and 21 July 2026.

Except as disclosed under the “Share awards and share options” section of this statement, neither at the end of, nor at any time during the financial year, was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Share awards and share options

Grand Banks Performance Share Plan 2014 (“PSP”) and Grand Banks Employee Share Option Scheme 2014 (“ESOS”) were approved and adopted by its members at an Extraordinary General Meeting of the Company held on 8 October 2014. The PSP and the ESOS are based on the principle of pay for performance and is designed to enable the Company to reward, retain and motivate employees whose contributions are essential to the well-being and prosperity of the Group, to give recognition to outstanding employees who have contributed to the Group and to align the interests of the participants with the interests of shareholders.

The PSP and ESOS are administered by the Company’s Remuneration Committee, which comprises three independent directors and two non-independent and non-executive directors. The Plan and the Scheme shall continue in force, at the discretion of the Remuneration Committee, subject to a maximum of ten years commencing 8 October 2014. Any awards and options made to participants prior to such expiry or termination will continue to remain valid.

The PSP and ESOS had expired on 7 October 2024. The Company will propose the adoption of new PSP and ESOS schemes in the forthcoming Annual General Meeting.

The members of the Remuneration Committee during the year and at the date of this statement are as follows:

- Kay Pang Ker-Wei (Chairperson)
- Basil Chan
- Gerard Lim Ewe Keng
- Philip William Forrest
- Brian Marshall Storms



DIRECTORS' STATEMENT

At the end of the year, details of the ESOS plan on unissued ordinary shares of the Company are as follows:

Options grant date	Exercise price per share	Options outstanding at 1 July 2025	Options exercised	Options granted	Options expired/voided	Options outstanding at 30 June 2026	Options exercisable at 30 June 2026	Exercise period
5/7/2017(A)	\$0.280	300,000	–	–	–	300,000	300,000	5/7/2019 to 4/7/2027
6/9/2023(B)	\$0.253	7,250,000	–	–	–	7,250,000	–	6/9/2026 to 5/9/2033
		7,550,000	–	–	–	7,550,000	300,000	

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

The information regarding ESOS are set out as follows:

(A)

- The exercise price of the options can be set at a discount to the market price not exceeding 20% of the market price in respect of options granted at the time of grant. The exercise price of the option is \$0.280 per share.
- The 300,000 options granted on 5 July 2017 were issued at market price which was the average of the last dealt prices of the Company's shares over the five consecutive market days immediately preceding the grant date.
- The options can be exercised two years after the date of grant, and all options have vested as at 30 June 2026.
- All options are to be settled by physical delivery of shares.
- The options granted to key management personnel expire after ten years and options granted to non-executive directors expire after five years.

(B)

- The exercise price of the options can be set at a discount to the market price not exceeding 20% of the market price in respect of options granted at the time of grant. The exercise price of the option is \$0.253 per share.
- The 8,000,000 options granted on 6 September 2023 were issued at 20% discount of the market price which was the average of the last dealt prices of the Company's shares over the five consecutive market days immediately preceding the grant date. Options granted previously of 500,000 had lapsed in year 2024 as they were not taken up by an employee. The options granted previously of 250,000 were voided in 2025 pursuant to the ESOS Rules.
- The options can be exercised three years after the date of grant.



DIRECTORS' STATEMENT

- All options are to be settled by physical delivery of shares.
- The options granted to executive director and employees expire after ten years and options granted to non-executive directors expire after five years.

Details of options granted to directors of the Company under the Scheme outstanding as at reporting date are as follows:

Director	Exercise period	Aggregate options granted since commencement to 1 July 2025	Options granted for financial year ended 30 June 2026	Aggregate options granted since commencement to 30 June 2026	Aggregate options exercised since commencement to 30 June 2026	Aggregate options voided since commencement to 30 June 2026	Aggregate options outstanding as at 30 June 2026
Basil Chan	6/9/2026 to 5/9/2028	250,000	–	–	–	–	250,000
Mark Jonathon Richards	6/9/2026 to 5/9/2033	2,000,000	–	–	–	–	2,000,000
		2,250,000	–	–	–	–	2,250,000

Size of the PSP and ESOS

The total number of new shares which may be allotted and issued to the participants shall not exceed 15% of the total number of issued shares of the Company.

No individual recipients of awards or options have been granted more than 5% of the total number of awards or options that can be granted under the PSP and the ESOS.

The options granted by the Company do not entitle the holders of the options, by virtue of such holding, to any rights to participate in any share issue of any other company.

Risk Management and Audit Committee

The members of the Risk Management and Audit Committee during the year and at the date of this statement are as follows:

Philip William Forrest	(Chairman, Lead Independent and Non-Executive Director)
Basil Chan	(Non-Independent and Non-Executive Director)
Gerard Lim Ewe Keng	(Non-Independent and Non-Executive Director)
Kay Pang Ker-Wei	(Independent and Non-Executive Director)
Jeffrey Edward Fisher	(Independent and Non-Executive Director)
Brian Marshall Storms	(Independent and Non-Executive Director)

The Risk Management and Audit Committee performs the functions specified by section 201B of the Companies Act, the SGX Listing Manual and the Code of Corporate Governance.



DIRECTORS' STATEMENT

The Risk Management and Audit Committee has held four meetings since the last directors' statement. In performing its functions, the Risk Management and Audit Committee met with the Company's external and internal auditors to discuss the scope of their work, the results of their examination and evaluation of the Company's internal accounting control system.

The Risk Management and Audit Committee also reviewed the following:

- assistance provided by the Company's officers to the internal and external auditors;
- interim financial information and annual financial statements of the Group and the Company prior to their submission to the directors of the Company for adoption; and
- interested person transactions (as defined in Chapter 9 of the SGX Listing Manual).

The Risk Management and Audit Committee has full access to management and is given the resources required for it to discharge its functions. It has full authority and the discretion to invite any director or executive officer to attend its meetings. The Risk Management and Audit Committee also recommends the appointment of the external auditors and reviews the level of audit and non-audit fees.

The Risk Management and Audit Committee is satisfied with the independence and objectivity of the external auditors and has recommended to the Board of Directors that the auditors, KPMG LLP, be nominated for re-appointment as auditors at the forthcoming Annual General Meeting of the Company.

In appointing the auditors for the Company and subsidiaries, the Company has complied with Rules 712 and 715 of the SGX Listing Manual.

Auditors

The auditors, KPMG LLP, have indicated their willingness to accept re-appointment.

On behalf of the Board of Directors

Basil Chan

Director

Mark Jonathon Richards

Director

21 September 2026



INDEPENDENT AUDITORS' REPORT

Members of the Company
Grand Banks Yachts Limited

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Grand Banks Yachts Limited ("the Company") and its subsidiaries ("the Group"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at 30 June 2026, the consolidated income statement, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 75 to 142.

In our opinion, the accompanying consolidated 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 consolidated financial position of the Group and the financial position of the Company as at 30 June 2026 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group for the year ended on that date.

Basis for opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the '*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 *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements of public interest entities in Singapore. We have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit 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 period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.



INDEPENDENT AUDITORS' REPORT

Impairment of non-financial assets, including goodwill and other intangible assets

Refer to Note 2.4(a) Key sources of estimation uncertainties; Note 4 and Note 7 – Valuation of non-financial assets, including goodwill and other intangible assets.

Risk

Our response:

The Group operates in a competitive and volatile economic environment where product margins and operating profits are challenged. In addition, the Group's goodwill asset requires mandatory impairment assessment annually.

The Group identified the Manufacturing and Trading segment as a single generating unit (CGU) with non-financial assets comprising property, plant and equipment, right-of-use assets, goodwill and other intangible assets.

Goodwill of \$5.96 million arose from the acquisition of Palm Beach Motor Yacht Co Pty Ltd in prior years. It was allocated to the CGU, which represents the lowest level within the Group at which goodwill is monitored.

The recoverable amount of the CGU is determined using the value-in-use method. Key assumptions and estimates used in the value-in-use calculations include revenue and expenses growth rates and discount rate. The determination of these assumptions is subject to estimation uncertainties.

- We evaluated management's basis of determination and identification of the CGU within the Group.
- We assessed management's process for assessing impairment risk over the CGU.
- We compared management's historical forecasts against actual performance as part of our assessment over management's forecasts.
- We challenged management's estimates of revenue and expenses growth rates by comparing them with the Group's historical performance, secured customers orders, board approved budgets and externally derived data where available.
- We independently derived applicable discount rate and compared it to the discount rate used by management.
- We assessed the related disclosures on key assumptions applied in determining the recoverable amounts of the CGU.

Our findings:

We found the methodology used to be appropriate and the key assumptions used in the value-in-use calculations to be within the reasonable range of outcomes. The disclosures in the financial statements are appropriate.



INDEPENDENT AUDITORS' REPORT

Accounting for construction contracts

Refer to Note 2.4(b) Key sources of estimation uncertainties; Note 3.11 Revenue recognition; Note 20 – Revenue.

Risk

Our response:

The Group's main revenue stream is derived from construction contracts. Revenue for such contracts are accounted for based on the stage of completion of individual contracts. The stage of completion is determined using cost-to-cost method (i.e. actual cost installed and incurred over estimated budgeted cost to complete each contract).

The budgeted total costs is a key input used in estimating the stage of completion of the Group's revenue contracts. In determining the budgeted total costs for a construction contract, management considers experience from past projects, project cost rates and boat engineering complexities. Estimation of budgeted total costs is subject to estimation uncertainties.

- We reviewed the Group's process over the preparation and authorisation of budgeted costs, absorption of the labour, materials and overhead costs, and accuracy and completeness over the actual cost installed and incurred.
- We assessed the reliability of management's estimation of the budgeted total costs by comparing the final outcomes of the contracts completed during the year to previous estimates of costs for those contracts.
- For on-going construction contracts, we assessed the reasonableness of revenue recognised with reference to the percentage of completion determined and enquired with management on the progress of construction to identify possible delays or cost overruns that may require revision in budgeted contract costs or provision for foreseeable losses.
- We reviewed the adequacy of the Group's disclosure in the financial statements.

Our findings:

The Group has a process over the preparation and authorisation of budgeted costs, absorption of the labour, materials and overhead costs, and accuracy and completeness over the actual cost installed and incurred.

Construction contract revenues recognised in the year is consistent with the stage of completion determined through the aforementioned process, and disclosures are adequate.



INDEPENDENT AUDITORS' REPORT

Other information

Management is responsible for the other information contained in the annual report. Other information is defined as all information in the annual report other than the financial statements and our auditors' report thereon.

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

Responsibilities of management and directors for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and SFRS(I)s, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

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

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

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.



INDEPENDENT AUDITORS' REPORT

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 controls.
- Obtain an understanding of internal controls 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 controls.
- 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.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal controls 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.



INDEPENDENT AUDITORS' REPORT

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our 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 a subsidiary 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 Loo Kwok Chiang, Adrian.

KPMG LLP

*Public Accountants and
Chartered Accountants*

Singapore

21 September 2026



STATEMENTS OF FINANCIAL POSITION

AS AT 30 JUNE 2026

	Note	Group		Company	
		2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Non-current assets					
Property, plant and equipment	4	96,809	68,852	–	–
Right-of-use assets	5	6,028	5,781	–	–
Subsidiaries	6	–	–	36,948	36,948
Intangible assets	7	6,470	6,172	–	–
Deferred tax assets	8	1,244	1,019	–	–
		110,551	81,824	36,948	36,948
Current assets					
Inventories	9	45,855	28,948	–	–
Contract assets	20	15,647	3,326	–	–
Trade and other receivables	10	7,262	8,092	10,112	2,474
Prepayments and advances	11	2,884	5,480	27	27
Current tax recoverable		1,208	446	–	–
Cash and fixed deposits	12	19,846	51,517	2,768	9,008
		92,702	97,809	12,907	11,509
Total assets		203,253	179,633	49,855	48,457
Current liabilities					
Trade and other payables	13	19,488	13,948	627	586
Contract liabilities	20	21,896	25,671	–	–
Provisions	14	6,462	6,693	–	–
Interest-bearing loans and borrowings	15	7,546	1,925	–	–
Deferred considerations	16	4,572	2,532	–	–
Lease liabilities	25	413	376	–	–
Current tax payables		2,032	1,986	–	–
		62,409	53,131	627	586
Non-current liabilities					
Deferred tax liabilities	8	1,665	433	–	–
Interest-bearing loans and borrowings	15	5,663	5,257	–	–
Deferred considerations	16	16,868	18,350	–	–
Lease liabilities	25	254	308	–	–
		24,450	24,348	–	–
Total liabilities		86,859	77,479	627	586
Capital and reserves					
Share capital	17	43,580	43,580	43,580	43,580
Share-based compensation reserve	18	1,163	890	1,163	890
Foreign currency translation reserve	19	(2,687)	(6,057)	–	–
Accumulated profits		74,338	63,741	4,485	3,401
Total equity		116,394	102,154	49,228	47,871
Total equity and liabilities		203,253	179,633	49,855	48,457

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



CONSOLIDATED INCOME STATEMENT

YEAR ENDED 30 JUNE 2026

		Group	
	Note	2026 \$'000	2025 \$'000
Revenue	20	173,187	162,316
Cost of sales		(125,092)	(113,849)
Gross profit		48,095	48,467
Other income	21	1,307	1,548
Selling and marketing expenses		(16,545)	(12,486)
Administrative expenses		(11,250)	(9,869)
Other operating expenses, net		(1,884)	(1,570)
Profit from operations		19,723	26,090
Finance cost	21	(1,764)	(640)
Profit before tax	21	17,959	25,450
Tax expense	22	(4,563)	(7,229)
Profit for the year attributable to owners of the Company		13,396	18,221
		2026 Cents	2025 Cents
Earnings per share			
– Basic	24	7.18	9.79
– Diluted	24	7.00	9.58

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



CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

YEAR ENDED 30 JUNE 2026

	Group	
	2026	2025
	\$'000	\$'000
Profit for the year	13,396	18,221
Other comprehensive income		
Items that may be reclassified subsequently to profit or loss		
Translation differences relating to financial statements of foreign subsidiaries	3,370	(1,226)
Other comprehensive income for the year, net of income tax	3,370	(1,226)
Total comprehensive income for the year attributable to owners of the Company	16,766	16,995

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



CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

YEAR ENDED 30 JUNE 2026

	Share capital \$'000	Share-based compensation reserve \$'000	Foreign currency translation reserve \$'000	Accumulated profits \$'000	Total \$'000
Group					
At 1 July 2024	43,136	617	(4,831)	48,319	87,241
Total comprehensive income for the year					
Profit for the year	–	–	–	18,221	18,221
Other comprehensive income					
Translation differences relating to financial statements of foreign subsidiaries	–	–	(1,226)	–	(1,226)
Total other comprehensive income	–	–	(1,226)	–	(1,226)
Total comprehensive income for the year	–	–	(1,226)	18,221	16,995
Transactions with owners, recorded directly in equity					
Share-based payments (Note 23)	–	273	–	–	273
Issue of new ordinary shares (Note 17)	444	–	–	–	444
Tax exempt (one-tier) dividends paid (Note 17)	–	–	–	(2,799)	(2,799)
Total transactions with owners	444	273	–	(2,799)	(2,082)
At 30 June 2025	43,580	890	(6,057)	63,741	102,154
Group					
At 1 July 2025	43,580	890	(6,057)	63,741	102,154
Total comprehensive income for the year					
Profit for the year	–	–	–	13,396	13,396
Other comprehensive income					
Translation differences relating to financial statements of foreign subsidiaries	–	–	3,370	–	3,370
Total other comprehensive income	–	–	3,370	–	3,370
Total comprehensive income for the year	–	–	3,370	13,396	16,766
Transactions with owners, recorded directly in equity					
Share-based payments (Note 23)	–	273	–	–	273
Tax exempt (one-tier) dividends paid (Note 17)	–	–	–	(2,799)	(2,799)
Total transactions with owners	–	273	–	(2,799)	(2,526)
At 30 June 2026	43,580	1,163	(2,687)	74,338	116,394

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



CONSOLIDATED STATEMENT OF CASH FLOWS

YEAR ENDED 30 JUNE 2026

		Group	
	Note	2026 \$'000	2025 \$'000
Cash flows from operating activities			
Profit for the year		13,396	18,221
Adjustments for:			
Depreciation of property, plant and equipment	4	6,598	5,145
Depreciation of right-of-use assets	5	764	612
Amortisation of intangible assets	7	113	110
Gain on disposal of property, plant and equipment	21	(3)	(448)
Property, plant and equipment written off		11	–
Allowance/(Write-back) for inventories obsolescence, net	21	58	(214)
Interest income	21	(465)	(957)
Share-based payment expenses	21	273	273
Interest expense		1,764	493
Tax expense	22	4,563	7,229
Unrealised foreign exchange loss		351	1,193
		27,423	31,657
Changes in:			
– Inventories		(15,620)	1,473
– Trade and other receivables		2,342	159
– Prepayments and advances		2,664	(4,000)
– Contract assets		(12,119)	6,324
– Contract liabilities		(4,339)	3,811
– Trade and other payables		4,210	611
– Provisions		(810)	(598)
Cash generated from operations		3,751	39,437
Net income taxes paid		(4,239)	(8,188)
Net cash (used in)/from operating activities		(488)	31,249
Cash flows from investing activities			
Interest received		465	933
Proceeds from fixed deposits		–	1,322
Restricted cash		(325)	(2,936)
Proceeds from disposal of property, plant and equipment		3	2,009
Purchase of property, plant and equipment		(29,620)	(18,640)
Net cash used in investing activities		(29,477)	(17,312)

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



CONSOLIDATED STATEMENT OF CASH FLOWS

YEAR ENDED 30 JUNE 2026

		Group	
	Note	2026 \$'000	2025 \$'000
Cash flows from financing activities			
Interest paid	15	(1,738)	(444)
Dividends paid	17	(2,799)	(2,799)
Repayment of lease liabilities	15	(490)	(374)
Proceeds from interest-bearing loans and borrowings	15	10,637	82
Repayment of interest-bearing loans and borrowings	15	(5,869)	(625)
Repayment of deferred considerations	15	(2,503)	(92)
Proceeds from issue of new ordinary shares	17	–	444
Net cash used in financing activities		(2,762)	(3,808)
Net (decrease)/increase in cash and cash equivalents		(32,727)	10,129
Cash and cash equivalents at beginning of year		47,168	39,305
Effect of exchange rate changes on balances held in foreign currency		731	(2,266)
Cash and cash equivalents at end of year	12	15,172	47,168

Significant non-cash transactions

During the current year, the Group acquired:

- (i) a land and building in USA for a total considerations of \$2,071,000, of which \$964,000 were financed by the seller through a deferred payment arrangement (see Note 16);
- (ii) a sailing yacht, including capital expenditures on upgrading and modifications, amounting to \$12,112,000 of which \$1,745,000 was financed through a deferred payment arrangement (see Note 16); and
- (iii) inventories of \$820,000 which was financed through an unsecured bank loan, with the loan proceeds paid directly by the bank to the vendors (see Note 15).

In 2025, included in additions to property, plant and equipment were:

- (i) the expansion of the factory in Malaysia, of which \$4,078,000 was financed through a bank loan, with the loan proceeds paid directly by the bank to the vendors (see Note 15); and
- (ii) the acquisition of property, plant and equipment in Newport, Rhode Island, USA for a total considerations of \$27,100,000, of which \$19,836,000 were financed by the seller through a deferred payment arrangement (see Note 16).

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



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

These notes form an integral part of the financial statements.

The financial statements were authorised for issue by the Board of Directors on 21 September 2026.

1 DOMICILE AND ACTIVITIES

Grand Banks Yachts Limited (the “Company”) is incorporated in Singapore. The address of the Company’s registered office is 21 Bukit Batok Crescent, WCEGA Tower, #06-74, Singapore 658065.

The financial statements of the Group as at and for the year ended 30 June 2026 comprise the Company and its subsidiaries (together referred to as the ‘Group’ and individually as ‘Group entities’).

The principal activities of the Company are those of an investment holding company with significant subsidiaries in the business of manufacturing and selling luxury yachts worldwide. See Note 6 for additional information on the subsidiaries.

2 BASIS OF PREPARATION

2.1 Statement of compliance

The financial statements have been prepared in accordance with Singapore Financial Reporting Standards (International) (“SFRS(I)”). The changes to material accounting policies are described in Note 2.5.

2.2 Basis of measurement

The financial statements have been prepared on the historical cost basis except as otherwise described in the notes below.

2.3 Functional and presentation currency

These financial statements are presented in Singapore dollars (SGD), which is the Company’s functional currency. All financial information presented in Singapore dollars has been rounded to the nearest thousand, unless otherwise stated.

2.4 Use of estimates and judgements

The preparation of the financial statements in conformity with SFRS(I) requires management to make judgements, estimates and assumptions about the future, including climate-related risks and opportunities, that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis and are consistent with the Group’s risk management and climate-related commitments where appropriate. Revisions to accounting estimates are recognised prospectively.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

2 BASIS OF PREPARATION (CONTINUED)

2.4 Use of estimates and judgements (Continued)

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year are described below:

a. Valuation of non-financial assets, including goodwill and other intangible assets

When value-in-use calculations are undertaken, the Group estimates the expected future cash flows from the CGU and choose a suitable discount rate and growth rates in order to compute the present value of these cash flows. The Group's estimates of future cash flows requires the use of judgement and contains estimation uncertainties. Actual results may be different from forecasts if anticipated events do not occur as expected. Unfavourable deviations to key assumptions could lead to lower cash flows derived from the CGU and may result in impairment of the Group's non-financial assets.

Further details of the key assumptions applied in the Group's valuation of non-financial assets are disclosed in Note 7.

b. Recognition of revenue using percentage of completion method

The Group recognises revenue on construction contracts based on the percentage of completion method in proportion to the stage of completion. The percentage of completion for each construction project is determined using the cost-to-cost method by reference to the actual costs installed and incurred to date over the estimated total cost to complete. Judgement is required in determining if revenue recognition should be suspended when it is no longer probable that inflow of economic benefits associated with the contracts will occur. Such considerations include the Group's assessment of the credit-worthiness of customers and the Group's ability to continually enforce and collect payments.

The Group monitors and reviews the progress of all construction contracts taking into consideration inputs from its project managers and customers. The Group evaluates potential risks and factors which may affect the timely completion of construction contracts. The Group's review includes the evaluation of actual costs incurred and future costs to complete for all construction contracts.

Climate-related risk consideration on financial reporting

The Group recognises climate change as a critical and accelerating global challenge which presents challenges and risks to its operations, growth, business operations and key decision making.

The Group established a Board-led Sustainability Steering Committee ("**SSC**"), the central coordinating body for sustainability policy, strategy and reporting. The Group continues to strengthen the identification, assessment and management of sustainability-related risks and opportunities, including climate-related risks.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

2 BASIS OF PREPARATION (CONTINUED)

2.4 Use of estimates and judgements (Continued)

Climate-related risk consideration on financial reporting (Continued)

In assessing the impact of climate-related risks on financial reporting, the Group has not identified climate risks with adverse impact on the Group's financial statements. The Group will continue to monitor and assess potential impact, if any, on its operation and financial statements.

Measurement of fair values

A number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

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

- *Level 1:* quoted prices (unadjusted) in active markets for identical assets or liabilities.
- *Level 2:* inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- *Level 3:* inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is 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 (with Level 3 being the lowest).

Further information about the assumptions made in measuring fair values is included in Note 27.

2.5 Changes in material accounting policies

New accounting standards and amendments

The Group has applied Amendments to SFRS(I) 1-21 *Lack of Exchangeability* for the first time for the annual period beginning on 1 July 2025. The application of these amendments to accounting standards does not have a material effect on the financial statements.

3 MATERIAL ACCOUNTING POLICIES

The accounting policies set out below have been applied consistently to all periods presented in these financial statements, except as explained in Note 2.5 which addresses changes in material accounting policies.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

3.1 Basis of consolidation

Business combinations

The Group accounts for business combinations using the acquisition method when the acquired set of activities and assets meets the definition of a business and control is transferred to the Group. In determining whether a particular set of activities and assets is a business, the Group assesses whether the set of assets and activities acquired includes, at a minimum, an input and substantive process and whether the acquired set has the ability to produce outputs.

The Group has an option to apply a 'concentration test' that permits a simplified assessment of whether an acquired set of activities and assets is not a business. The optional 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 consideration transferred in the acquisition is generally measured at fair value, as are the identifiable net assets acquired. Any goodwill that arises is tested annually for impairment (see Note 3.7). Any gain on a bargain purchase is recognised in income statement immediately. Transaction costs are expensed as incurred, except if related to the issue of debt or equity securities.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in income statement.

Any contingent consideration payable is recognised at fair value at the date of acquisition. If an obligation to pay contingent consideration that meets the definition of a financial instrument is classified as equity, then it is not remeasured and settlement is accounted for within equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes to the fair value of the contingent consideration are recognised in income statement.

When share-based payment awards (replacement awards) are required to be exchanged for awards held by the acquiree's employees (acquiree's awards), then all or a portion of the amount of the acquirer's replacement awards is included in measuring the consideration transferred in the business combination. This determination is based on the market-based value of the replacement awards compared with the market-based value of the acquiree's awards and the extent to which the replacement awards relate to pre-combination service.

Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

3.1 Basis of consolidation (Continued)

Subsidiaries (Continued)

The accounting policies of subsidiaries have been changed when necessary to align them with the policies adopted by the Group.

Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements.

Subsidiaries in the separate financial statements

Investments in subsidiaries are stated in the Company's statement of financial position at cost less accumulated impairment losses.

3.2 Foreign currency

Foreign currency transactions

Transactions in foreign currencies are translated to the respective functional currencies of Group entities at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the functional currency at the exchange rate at that date.

Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are translated to the functional currency at the exchange rate at the date that the fair value was determined. Non-monetary items in a foreign currency that are measured in terms of historical cost are translated using the exchange rate at the date of the transaction. Foreign currency differences arising on translation are recognised in income statement and presented within 'Other income'.

Foreign operations

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated to Singapore dollars at exchange rates at the reporting date. The income and expenses of foreign operations are translated to Singapore dollars at exchange rates at the dates of the transactions.

Foreign currency differences are recognised in other comprehensive income ("OCI") and presented in the foreign currency translation reserve in equity.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

3.2 Foreign currency (Continued)

Foreign operations (Continued)

When the settlement of a monetary item receivable from or payable to a foreign operation is neither planned nor likely to occur in the foreseeable future, foreign exchange gains and losses arising from such a monetary item that are considered to form part of a net investment in a foreign operation are recognised in OCI, and are presented in the foreign currency translation reserve in equity.

3.3 Property, plant and equipment

Recognition and measurement

Items of property, plant and equipment are measured at cost, which includes capitalised borrowing costs, less accumulated depreciation and accumulated impairment losses.

If significant parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Any gain or loss on disposal of an item of property, plant and equipment is recognised in income statement.

Subsequent costs

The cost of replacing a component of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced component is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in income statement as incurred.

Depreciation

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of that asset, that component is depreciated separately.

Depreciation is recognised as an expense in income statement on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment, unless it is included in the carrying amount of another asset. No depreciation is provided on freehold land or in respect of assets under construction.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

3.3 Property, plant and equipment (Continued)

Depreciation (Continued)

The estimated useful lives are as follows:

Buildings on freehold land	–	15 to 39 years
Buildings on leasehold land	–	Shorter of remaining lease period or 28 years
Plant and machinery	–	10 years
Furniture, fixtures and equipment	–	3 to 5 years
Toolings and moulds	–	3 to 5 years
Motor vehicles and work boats	–	5 to 10 years
Boats for marketing and demonstration purposes (“Demo boats”)	–	5 years

Depreciation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted if appropriate.

3.4 Intangible assets and goodwill

Goodwill

Goodwill that arises upon the acquisition of subsidiaries is included in intangible assets. For the measurement of goodwill at initial recognition, see Note 3.1.

Subsequent measurement

Goodwill is measured at cost less accumulated impairment losses.

Trademarks

Trademarks with finite useful life are stated at cost less accumulated amortisation and accumulated impairment losses. Amortisation of trademarks are recognised in income statement on a straight-line basis over their estimated useful life of 20 years.

Other intangible assets

Other intangible assets pertain to order backlog and club membership that are acquired by the Group and have finite useful lives are measured at cost less accumulated amortisation and accumulated impairment losses.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

3.5 Financial instruments

(i) *Recognition and initial measurement*

Non-derivative financial assets and financial liabilities

Trade receivables and debt investment issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Group becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus or minus, for an item not at fair value through profit or loss ("FVTPL"), transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

(ii) *Classification and subsequent measurement*

Non-derivative financial assets

On initial recognition, a financial asset is classified as measured at amortised cost.

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

Financial assets at amortised cost

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

3.5 Financial instruments (Continued)

(ii) **Classification and subsequent measurement** (Continued)

Financial assets: Business model assessment

The Group makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The business model of the Group is as follows:

Held to collect

The Group holds financial assets which arise from its business. The objective of the business model for these financial instruments is to collect the amounts due from the Group's receivables.

Non-derivative financial assets: Assessment whether contractual cash flows are solely payments of principal and interest ("SPPI")

In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Group considers:

- contingent events that would change the amount or timing of cash flows;
- prepayment and extension features; and
- terms that limit the Group's claim to cash flows from specified assets (e.g. non-recourse features).

A prepayment feature is consistent with the solely payments of principal and interest criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable additional compensation for early termination of the contract. Additionally, for a financial asset acquired at a significant discount or premium to its contractual par amount, a feature that permits or requires prepayment at an amount that substantially represents the contractual par amount plus accrued (but unpaid) contractual interest (which may also include reasonable additional compensation for early termination) is treated as consistent with this criterion if the fair value of the prepayment feature is insignificant at initial recognition. The Group had no financial assets held outside trading business model that failed the SPPI assessment.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

3.5 Financial instruments (Continued)

(ii) *Classification and subsequent measurement (Continued)*

Non-derivative financial assets: Subsequent measurement and gains and losses

Financial assets at amortised cost

These assets are subsequently measured at amortised cost using the effective interest method. The gross carrying amount is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in income statement. Any gain or loss on derecognition is recognised in income statement.

Non-derivative financial liabilities: Classification, subsequent measurement and gains and losses

Financial liabilities are classified as measured at amortised cost.

Other financial liabilities are initially measured at fair value less directly attributable transaction costs. They are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in income statement.

The Group's non-derivative financial liabilities comprised trade and other payables and interest-bearing loans and borrowings and deferred considerations.

(iii) **Derecognition**

Financial assets

The Group derecognises a financial asset when:

- the contractual rights to the cash flows from the financial asset expire; or
- it transfers the rights to receive the contractual cash flows in a transaction in which either:
 - substantially all of the risks and rewards of ownership of the financial asset are transferred; or
 - the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group enters into transactions whereby it transfers assets recognised in its statement of financial position but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognised.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

3.5 Financial instruments (Continued)

(iii) **Derecognition** *(Continued)*

Financial liabilities

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expired. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in income statement.

(iv) **Offsetting**

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(v) **Cash and fixed deposits**

Cash and fixed deposits comprise cash balances and fixed deposits that are subject to an insignificant risk of changes in their fair value, and are used by the Group in the management of its short-term commitments.

(vi) **Share capital**

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognised as a deduction from equity. Income tax relating to transaction costs of an equity transaction is accounted for in accordance with SFRS(I) 1-12.

(vii) **Intra-group financial guarantees in the separate financial statements**

Financial guarantees are financial instruments issued by the Company that requires the issuer to make specified payments to reimburse the holder for the loss it incurs because a specified debtor fails to meet payment when due in accordance with the original or modified terms of a debt instrument.

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

ECLs are a probability-weighted estimate of credit losses. ECLs are measured for financial guarantees issued as the expected payments to reimburse the holder less any amounts that the Company expects to recover.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

3.6 Leases

At inception of a contract, the Group assesses whether a 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.

As a lessee

At commencement or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. However, for the leases of office and factory, leasehold building and land the Group has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. 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, 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, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless 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. In that case, 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 and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability. The right-of-use asset is subsequently stated at cost less accumulated depreciation and impairment losses.

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. Generally, the Group uses the lessee's incremental borrowing rate as the discount rate.

The Group determines the lessee's incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprise fixed payments and lease payment in 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. It is remeasured when there is a change in the Group's assessment of whether it will exercise an extension or termination option. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in income statement if the carrying amount of the right-of-use asset has been reduced to zero.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

3.6 Leases (Continued)

As a lessee (Continued)

Short-term leases

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases relating to rental of berths. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

3.7 Impairment

(i) Non-derivative financial assets and contract assets

The Group recognises loss allowances for expected credit losses ("ECLs") on financial assets measured at amortised costs and contract assets (as defined in SFRS(I) 15).

Loss allowances of the Group are measured on either of the following bases:

- 12-month ECLs: these are ECLs that result from default events that are possible within the 12 months after the reporting date (or for a shorter period if the expected life of the instrument is less than 12 months); or
- Lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument or contract asset.

Simplified approach

The Group applies the simplified approach to provide for ECLs for all trade receivables and contract assets. The simplified approach requires the loss allowance to be measured at an amount equal to lifetime ECLs.

General approach

The Group applies the general approach to provide for ECLs on all other financial instruments. Under the general approach, the loss allowance is measured at an amount equal to 12-month ECLs at initial recognition.

At each reporting date, the Group assesses whether the credit risk of a financial instrument has increased significantly since initial recognition. When credit risk has increased significantly since initial recognition, loss allowance is measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and includes forward-looking information.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

3.7 Impairment (Continued)

(i) Non-derivative financial assets and contract assets (Continued)

General approach (Continued)

If credit risk has not increased significantly since initial recognition or if the credit quality of the financial instruments improves such that there is no longer a significant increase in credit risk since initial recognition, loss allowance is measured at an amount equal to 12-month ECLs.

The Group considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or
- the financial asset remains outstanding beyond management's expected range of past due days taking into consideration past payment trends, macroeconomic and industry conditions.

The Group considers a contract asset to be in default when the customer is unlikely to pay its contractual obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held).

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

Measurement of ECLs

ECLs are probability-weighted estimates of credit losses. Credit losses are measured at the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

3.7 Impairment (Continued)

(i) Non-derivative financial assets and contract assets (Continued)

General approach (Continued)

Credit-impaired financial assets (Continued)

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the debtor;
- a breach of contract such as a default (as defined above);
- the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise; or
- it is probable that the debtor will enter bankruptcy or other financial reorganisation.

Presentation of allowance for ECLs in the statement of financial position

Loss allowances for financial assets measured at amortised cost and contract assets are deducted from the gross carrying amount of these assets.

Write-off

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.

(ii) Non-financial assets

The carrying amounts of the Group's non-financial assets, other than inventories, contract assets and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. For goodwill, the recoverable amount is estimated each year at the same time. An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit ("CGU") exceeds its estimated recoverable amount.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

3.7 Impairment (Continued)

(ii) Non-financial assets (Continued)

The recoverable amount of an asset or CGU is the higher of its value in use and its fair value less costs of disposal. 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 or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGUs. Subject to an operating segment ceiling test, for the purposes of goodwill impairment testing, CGUs to which goodwill has been allocated are aggregated so that the level at which impairment testing is performed reflects the lowest level at which goodwill is monitored for internal reporting purposes. Goodwill acquired in a business combination is allocated to groups of CGUs that are expected to benefit from the synergies of the combination.

Impairment losses are recognised in income statement. Impairment losses recognised in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the CGU (group of CGUs) and then, to reduce the carrying amount of the other assets in the CGU (group of CGUs) on a *pro rata* basis.

An impairment loss in respect of goodwill is not reversed. In respect of other assets, impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

3.8 Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the weighted average costing principle, and includes expenditure incurred in acquiring the inventories, production or conversion costs, and other costs incurred in bringing them to their existing location and condition. In the case of manufactured inventories and work-in-progress, cost includes an appropriate share of production overheads based on normal operating capacity.

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

The amount of any allowance for inventories obsolescence are recognised as an expense in the period the loss occurs. The amount of any reversal of any allowance for inventories obsolescence is recognised as a reduction against the expense in the period in which the reversal occurs.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

3.9 Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation.

Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

Provision for warranty claims

The warranty provision represents the best estimate of the Group's obligations at the reporting date. Under the terms of the revenue contracts with customers, the Group is obligated to make good, by repair or replacement, engineering or manufacturing defects that become apparent within the warranty period from the date of delivery. The Group's experience of the proportion of its products sold that requires repair or replacement differs from year to year as every contract is customised to the specification of the customers. The estimation of the provision for warranty expenses is based on the Group's past claim experience in relation to warranty exposures and represents the best estimates of the costs expected to incur per dollar of sales.

Provision for restoration

A provision for restoration of offices under lease agreement is recognised as the Group has obligation to restore the offices back to its original condition as per the lease agreement. See Note 3.6.

3.10 Employee benefits

Defined contribution plans

Obligations for contributions to defined contribution pension plans are recognised as an employee benefit expense in income statement in the periods during which related services are rendered by employees.

Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

3.10 Employee benefits (Continued)

Share-based payment transactions

The grant date fair value of equity-settled share-based payment award granted to employees is recognised as an employee benefit expense, with a corresponding increase in equity presented in share-based compensation reserve, over the vesting period of the award. The amount recognised as an expense is adjusted to reflect the number of awards for which the related service conditions are expected to be met, such that the amount ultimately recognised as an expense is based on the number of awards that meet the related service conditions at the vesting date.

Termination benefits

Termination benefits are expensed at the earlier of when the Group can no longer withdraw the offer of those benefits. If benefits are not expected to be settled wholly within 12 months of the reporting date, then they are discounted.

3.11 Revenue recognition

Goods and services sold

Revenue from sales of goods and services in the ordinary course of business is recognised when the Group satisfies a performance obligation ("PO") by transferring control of a promised good or service to the customer. The amount of revenue recognised is the amount of the transaction price for the satisfied PO.

The transaction price is the amount of consideration in the contract to which the Group expects to be entitled in exchange for transferring the promised goods or services. The transaction price may be fixed or variable and is adjusted for time value of money if the contract includes a significant financing component. Consideration payable to a customer is deducted from the transaction price if the Group does not receive a separate identifiable benefit from the customer. When consideration is variable, the estimated amount is included in the transaction price to the extent that it is highly probable that a significant reversal of the cumulative revenue will not occur when the uncertainty associated with the variable consideration is resolved.

Revenue may be recognised at a point in time or over time following the timing of satisfaction of the PO. If a PO is satisfied over time, revenue is recognised based on the percentage of completion reflecting the progress towards complete satisfaction of that PO.

3.12 Income tax

Tax expense comprises current and deferred tax. Current tax and deferred tax are recognised in income statement except to the extent that it relates to a business combination, or items recognised directly in equity or in OCI.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

3.12 Income tax (Continued)

The Group has determined that interest and penalties related to income taxes, including uncertain tax treatments, do not meet the definition of income taxes, and therefore accounted for them under SFRS(I) 1-37 *Provisions, Contingent Liabilities and Contingent Assets*.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, measured using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects uncertainty related to income taxes, if any. Current tax also includes any tax arising from dividends.

Current tax assets and liabilities are offset only if certain criteria are met.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for:

- temporary differences on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences;
- temporary differences related to investments in subsidiaries to the extent that the Group is able to control the timing of the reversal of the temporary difference and it is probable that they will not reverse in the foreseeable future; and
- taxable temporary differences arising on the initial recognition of goodwill.

The measurement of deferred taxes reflects the tax consequences that would follow the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset only if certain criteria are met.

Deferred tax assets are recognised for unused tax losses, tax credits and deductible temporary differences, to the extent that it is probable that future taxable profits will be available against which they can be used. Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits adjusted for reversals of existing temporary differences are considered, based on the business plans for individual subsidiaries in the Group. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised; such reductions are reversed when the probability of future taxable profits improves.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

3.13 Interest income

Interest income is recognised as it accrues in income statement, under 'Other income' using the effective interest method.

3.14 Foreign currency gains and losses

Foreign currency gains and losses on financial assets and financial liabilities are reported on a net basis under 'Other income' depending on whether foreign currency movements are in a net gain or net loss position.

3.15 Finance cost

Finance costs comprise interest expense on borrowings and lease liabilities. These are recognised in income statement.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in income statement using the effective interest method.

3.16 Earnings per share

The Group presents basic and diluted earnings per share data for its ordinary shares. Basic earnings per share is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted-average number of ordinary shares outstanding during the year, adjusted for own shares held. Diluted earnings per share is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted-average number of ordinary shares outstanding, adjusted for own shares held, for the effects of all dilutive potential ordinary shares, which comprise of share options grant to employees.

3.17 Segment reporting

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. All operating segments' operating results are reviewed regularly by the Group's CEO (the chief operating decision maker) to make decisions about resources to be allocated to the segment and to assess its performance.

Segment results that are reported to the Group's CEO include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise mainly corporate assets (primarily the Company's headquarters), head office expenses, and tax assets and liabilities.

Segment capital expenditure is the total cost incurred during the year to acquire property, plant and equipment and intangible assets other than goodwill.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

3 MATERIAL ACCOUNTING POLICIES (CONTINUED)

3.18 New standards and interpretations not adopted

A number of new accounting standards and amendments to standards are effective for annual periods beginning after 1 July 2025 and earlier application is permitted. However, the Group has not early adopted the new or amended accounting standards in preparing these financial statements.

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

SFRS(I) 18 will replace SFRS(I) 1-1 *Presentation of Financial Statements* and applies for annual reporting periods beginning on or after 1 January 2027. The new standard introduces the following key new requirements.

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly-defined operating profit subtotal. Entities' net profit will not change.
- Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
- Enhanced guidance is provided on how to group information in the financial statements.

The Group is still in the process of assessing the impact of the new accounting standard, particularly with respect to the structure of the Group's statement of profit or loss, the statement of cash flows and the additional disclosures required for MPMs. The Group is also assessing the impact on how information is grouped in the financial statements, including for items currently labelled as 'other'.

(ii) Other accounting standards

The following amendments to SFRS(I)s are not expected to have a significant impact on the Group's financial statements.

- *Classification and Measurement of Financial Instruments (Amendments to SFRS(I) 9 and SFRS(I) 7)*
- *Annual Improvements to SFRS(I)s-Volume 11*
- *SFRS(I) 19: Subsidiaries without Public Accountability: Disclosures*



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

4 PROPERTY, PLANT AND EQUIPMENT

Group	Buildings on freehold land*	Buildings on leasehold land	Plant and machinery#	Furniture, fixtures and equipment**	Toolings and moulds	Motor vehicles and work boats	Demo boat*	Assets under construction	Total
Cost	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At 1 July 2024	1,977	5,563	16,393	5,151	9,271	25,534	410	2,187	70,206
Additions	3,200	27,431	174	1,222	2,462	—	150	—	42,554
Disposal	—	—	—	—	—	—	—	(2,129)	(2,129)
Reclass	5,021	—	2,448	—	754	2,041	—	—	—
Translation adjustment	(461)	(1,310)	408	198	12	997	(8)	150	(72)
At 30 June 2025	9,737	31,684	19,423	6,571	12,499	28,572	552	1,521	110,559
At 1 July 2025	9,737	31,684	19,423	6,571	12,499	28,572	552	1,521	110,559
Additions	1,043	1,028	1,019	2,000	1,981	39	48	12,112	32,329
Disposal	—	—	—	(1)	(10)	—	—	—	(11)
Write-off	—	—	(20)	—	(6)	—	—	—	(26)
Reclass	526	—	—	—	1,995	3,761	—	(6,282)	—
Translation adjustment	164	468	1,005	355	522	1,567	22	230	4,434
At 30 June 2026	11,470	33,180	21,427	8,925	16,981	33,939	622	12,342	147,285



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

4 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Group Accumulated depreciation and impairment losses	Note	Buildings		Freehold land* \$'000	Buildings on leasehold land		Plant and machinery# \$'000	Furniture, fixtures and equipment** \$'000	Toolings and moulds \$'000	Motor vehicles and work boats \$'000	Demo boat* \$'000	Assets under construction \$'000	Total \$'000
		on freehold land* \$'000	on leasehold land										
At 1 July 2024		283		-	6,021	3,045	5,287	20,846	226	255	-	-	35,963
Charge for the year	21	207		-	263	534	1,344	2,419	59	319	-	-	5,145
Disposal		-		-	-	-	-	-	-	(568)	-	-	(568)
Reclass		335		-	(335)	-	-	-	-	-	-	-	-
Translation adjustment		(66)		-	286	120	79	752	2	(6)	-	-	1,167
At 30 June 2025		759		-	6,235	3,699	6,710	24,017	287	-	-	-	41,707
At 1 July 2025		759		-	6,235	3,699	6,710	24,017	287	-	-	-	41,707
Charge for the year	21	296		-	495	591	2,051	2,040	75	1,050	-	-	6,598
Disposal		-		-	-	(1)	(10)	-	-	-	-	-	(11)
Write-off		-		-	(11)	-	(4)	-	-	-	-	-	(15)
Translation adjustment		20		-	330	203	297	1,314	13	20	-	-	2,197
At 30 June 2026		1,075		-	7,049	4,492	9,044	27,371	375	1,070	-	-	50,476



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

4 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Group Carrying amounts	Note	Buildings		Furniture, fixtures and equipment**	Toolings and moulds	Motor vehicles and work boats	Demo boat [^]	Assets under construction	Total
		on freehold land* \$'000	on leasehold land \$'000						
At 1 July 2024		1,694	5,563	3,984	4,688	184	1,932	3,720	34,243
At 30 June 2025		8,978	31,684	5,789	4,555	265	–	1,521	68,852
At 30 June 2026		10,395	33,180	7,937	6,568	247	11,272	8,399	96,809

* Freehold land and buildings are pledged as security as follows:

- land with carrying amount of \$3,645,000 (2025: \$3,619,000) is collateralised against bank borrowings (see Note 15).
- land with carrying amount of \$26,777,000 (2025: \$26,463,000), and land and buildings with carrying amount of \$4,479,000 (2025: \$2,396,000) are collateralised against deferred considerations (see Note 16).

** Included in furniture, fixtures and equipment are furniture and fixtures with carrying amount of \$518,000 (2025: \$637,000) collateralised against deferred considerations (see Note 16).

Included in plant and machinery are travel lifts and machineries with carrying amount of \$1,138,000 (2025: \$1,338,000) that are collateralised against bank borrowings (see Note 15).

^ Included in demo boat is a sailing yacht with carrying amount of \$11,272,000 collateralised against deferred considerations (see Note 16).



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

4 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Assets under construction

Assets under construction relate mainly to expenditures incurred for on-going enhancements to overseas facilities, and development of moulds for new products.

5 RIGHT-OF-USE ASSETS

	Note	Office, hostel and factory lease \$'000	Leasehold buildings \$'000	Leasehold land* \$'000	Total \$'000
Group Cost					
At 1 July 2024		1,273	439	5,429	7,141
Additions		344	–	–	344
Translation adjustment		(80)	24	277	221
At 30 June 2025		1,537	463	5,706	7,706
At 1 July 2025		1,537	463	5,706	7,706
Additions		711	–	–	711
Translation adjustment		79	24	292	395
At 30 June 2026		2,327	487	5,998	8,812
Accumulated depreciation					
At 1 July 2024		477	67	758	1,302
Depreciation charge for the year	21	421	18	173	612
Translation adjustment		(29)	1	39	11
At 30 June 2025		869	86	970	1,925
At 1 July 2025		869	86	970	1,925
Depreciation charge for the year	21	564	19	181	764
Translation adjustment		40	5	50	95
At 30 June 2026		1,473	110	1,201	2,784
Carrying amounts					
At 1 July 2024		796	372	4,671	5,839
At 30 June 2025		668	377	4,736	5,781
At 30 June 2026		854	377	4,797	6,028

* Collateralised against bank borrowings (see Note 15).



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

6 SUBSIDIARIES

	Company	
	2026 \$'000	2025 \$'000
Unquoted ordinary shares, at cost	21,726	21,726
Unquoted preference shares, at cost	15,222	15,222
Total equity investments, at cost	36,948	36,948

Details of the subsidiaries

The subsidiaries directly held by the Company are as follows:

Name of subsidiaries	Principal activities	Country of incorporation	Effective equity interest held by the Company	
			2026 %	2025 %
+ GB Yachts Pte. Ltd. ("GBS")	The subsidiary carries out the Group's sales activities and provides certain management services to the Malaysia, United States of America ("USA") and Australia subsidiaries.	Singapore	100	100
@ Grand Banks Yachts Sdn. Bhd.	The subsidiary operates the manufacturing plant in Malaysia and sells the manufactured yachts to fellow subsidiaries in Singapore, USA and Australia.	Malaysia	100	100
# Grand Banks Yachts Australia Pty Ltd	The subsidiary carries out the Group's sales and marketing activities in Australia.	Australia	100	100
∞ Palm Beach Motor Yacht Co Pty Ltd ("PBMV")	The subsidiary carries out the Group's sales and marketing activities in Australia. It also sells new and previously owned yachts as well as being involved in service and brokerage business in Australia.	Australia	100	100



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

6 SUBSIDIARIES (CONTINUED)

Details of the subsidiaries (Continued)

Name of subsidiaries	Principal activities	Country of incorporation	Effective equity interest held by the Company	
			2026	2025
			%	%
[^] Grand Banks Marine Group, Europe B.V.	The subsidiary carries out the Group's sales activities, including sales of new and previously owned yachts as well as been involved in service, warranty, commissioning and brokerage sales in Europe.	Netherlands	100*	–

* Less than S\$1,000

The significant subsidiaries held by the Company's subsidiary companies are as follows:

Name of subsidiaries	Principal activities	Country of incorporation	Effective equity interest held by the Company	
			2026	2025
			%	%
Subsidiary of GBS				
∞ Grand Banks Marine Group, Ltd. ("GBMG")	Investment holding company and carries out sales and marketing and servicing work.	United States of America	100	100
Subsidiaries of GBMG				
∞ Grand Banks Yachts Sales, LLC ("GBYS")	The subsidiary carries out the Group's sales and marketing activities, including sales of new and previously owned yachts and also involved in brokerage sales in the USA.	United States of America	100	100
∞ Grand Banks Yachts Services, LLC	The subsidiary carries out the Group's service activities in the USA.	United States of America	100	100
# Grand Banks Yachts Employment Service, LLC	The subsidiary carries out the Group's employment activities in the USA.	United States of America	100	100
∞ Stuart Yacht Corporation ("SYC")	Investment company holding properties and marina.	United States of America	100	100



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

6 SUBSIDIARIES (CONTINUED)

Details of the subsidiaries (Continued)

Name of subsidiaries	Principal activities	Country of incorporation	Effective equity interest held by the Company		
			2026	2025	
			%	%	
Subsidiaries of GBYS					
# Grand Banks Yachts Sales California, Inc.	The subsidiary carries out the Group's sales and marketing activities, including sales of new and previously owned yachts and also involved in brokerage sales in California.	United States of America	100	100	
∞ Grand Banks Yachts Sales Florida, LLC	The subsidiary carries out the Group's sales and marketing activities, including sales of new and previously owned yachts and also involved in brokerage sales in Florida.	United States of America	100	100	
# Grand Banks Yachts Sales Rhode Island, LLC	The subsidiary carries out the Group's sales and marketing activities, including sales of new and previously owned yachts in Rhode Island.	United States of America	100	100	
# Grand Banks Yachts Sales Michigan, LLC	The subsidiary carries out the Group's sales and marketing activities, including sales of new and previously owned yachts in Michigan.	United States of America	100	100	
Subsidiary of PBMV					
# GB Marine Group Pty Ltd	Dormant	Australia	100	100	

Not required to be audited by law of country of incorporation.

∞ Audited by member firm of KPMG International in the respective country.

+ Audited by KPMG LLP, Singapore.

∞ Audited by KPMG LLP, Singapore for consolidation purpose and not required to be audited by law of country of incorporation.

^ On 19 May 2026, a subsidiary was newly incorporated in Netherlands.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

6 SUBSIDIARIES (CONTINUED)

Details of the subsidiaries (Continued)

KPMG LLP and a member firm of KPMG International are the auditors of all significant Singapore-incorporated and foreign-incorporated subsidiaries. For this purpose, a subsidiary is considered significant as defined under Singapore Exchange Limited Listing Manual if its net tangible assets represent 20% or more of the Group's consolidated net tangible assets, or if its pre-tax profits account for 20% or more of the Group's consolidated pre-tax profits.

7 INTANGIBLE ASSETS

	Note	Goodwill \$'000	Trademarks \$'000	Others \$'000	Total \$'000
Group					
Cost					
At 1 July 2024		6,034	2,138	68	8,240
Translation adjustment		(448)	(142)	–	(590)
At 30 June 2025		5,586	1,996	68	7,650
At 1 July 2025		5,586	1,996	68	7,650
Translation adjustment		374	118	–	492
At 30 June 2026		5,960	2,114	68	8,142
Accumulated amortisation					
At 1 July 2024		–	1,389	68	1,457
Amortisation	21	–	110	–	110
Translation adjustment		–	(89)	–	(89)
At 30 June 2025		–	1,410	68	1,478
At 1 July 2025		–	1,410	68	1,478
Amortisation	21	–	113	–	113
Translation adjustment		–	81	–	81
At 30 June 2026		–	1,604	68	1,672
Carrying amounts					
At 1 July 2024		6,034	749	–	6,783
At 30 June 2025		5,586	586	–	6,172
At 30 June 2026		5,960	510	–	6,470

The Group holds trademarks for Grand Banks, Eastbay and Palm Beach on a worldwide basis.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

7 INTANGIBLE ASSETS (CONTINUED)

Impairment tests for cash-generating units containing goodwill

Goodwill arose from the acquisition of Palm Beach Motor Yacht Co Pty Ltd. For the purpose of impairment testing, goodwill of \$5,960,000 (2025: \$5,586,000) is allocated to the manufacturing and trading segment which represents the lowest level within the Group at which goodwill is monitored for internal management purposes. Non-financial assets such as property, plant and equipment and right-of-use assets are included in the CGU and are assessed as part of the annual goodwill impairment testing.

The recoverable amount of a CGU is determined based on value-in-use determined by discounting the future cash flows to be generated from the continuing use of the CGU. Cash flows projection used in the value-in-use calculation was based on a five-year financial budget approved by the Board of Directors.

The key assumptions used in the estimation of the recoverable amount are set out below. The values assigned to the key assumptions represent management's assessment of future trends in the industry and have been based on historical data from both external and internal sources.

	Group	
	2026	2025
	%	%
Compounded 5 year annual revenue growth rate	6.8	2.1
Compounded 5 year annual expenses growth rate	4.4	3.6
Terminal value growth rate	3.0	3.0
Discount rate (pre-tax)	12.8	19.5

Based on the assumptions above, the estimated recoverable amount of the CGU exceeded its carrying amount. Accordingly, no impairment is required at the reporting date.

Management identified that a reasonably possible change in two key assumptions could cause the carrying amount to exceed the recoverable amount. The following table shows the amount by which these two assumptions would need to change individually for the estimated recoverable amount to be equal to the carrying amount.

	(Reduction)/Increase Change required for the carrying amount to equal the recoverable amount	
	2026	2025
	%	%
Compounded 5 year annual revenue growth rate	(1.1)	(1.4)
Compounded 5 year annual expenses growth rate	0.7	1.6



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

8 DEFERRED TAX ASSETS/(LIABILITIES)

Deferred tax assets/(liabilities) are attributable to the following:

	Assets		Liabilities	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Group				
Property, plant and equipment and intangible assets	59	50	(4,089)	(2,199)
Right-of-use assets	–	–	(190)	(177)
Lease liabilities	163	182	–	–
Inventories	727	435	–	–
Trade receivables	4	–	–	–
Provisions and accruals	2,147	2,295	–	–
Tax losses and capital allowances	758	–	–	–
Deferred tax assets/(liabilities)	3,858	2,962	(4,279)	(2,376)
Set off of tax	(2,614)	(1,943)	2,614	1,943
Net deferred tax assets/(liabilities)	1,244	1,019	(1,665)	(433)

Movements in temporary differences of deferred tax assets and liabilities during the year:

	At	Recognised		At	Recognised		At
	1 July	in income	Translation	30 June	in income	Translation	30 June
	2024	(Note 22)	adjustment	2025	(Note 22)	adjustment	2026
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Group							
Deferred tax assets/(liabilities)							
Property, plant and equipment and intangible assets	(1,799)	(407)	57	(2,149)	(1,796)	(85)	(4,030)
Right-of-use assets	(670)	467	26	(177)	(15)	2	(190)
Lease liabilities	662	(454)	(26)	182	(18)	(1)	163
Inventories	509	(88)	14	435	273	19	727
Trade receivables	8	(8)	–	–	4	–	4
Provisions and accruals	2,635	(383)	43	2,295	(232)	84	2,147
Tax losses and capital allowances	–	–	–	–	744	14	758
Net deferred tax assets/(liabilities)	1,345	(873)	114	586	(1,040)	33	(421)



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

8 DEFERRED TAX ASSETS/(LIABILITIES) (CONTINUED)

Unrecognised deferred tax assets

Deferred tax assets have not been recognised in respect of the following items:

	Group	
	2026 \$'000	2025 \$'000
Unutilised tax losses and capital allowances	919	460

The unutilised tax losses and capital allowances are arising from the Group's operation in Australia. The unutilised tax losses and capital allowances are subject to agreement by the tax authorities and do not expire under current tax legislation. Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the Group can utilise the benefits therefrom.

9 INVENTORIES

	Group	
	2026 \$'000	2025 \$'000
Raw materials and components	15,730	15,488
Allowance for inventory obsolescence	(2,426)	(2,266)
	13,304	13,222
Completed stock boats	27,686	5,893
Work-in-progress	4,865	9,833
	45,855	28,948

In 2026, changes in inventories included in cost of sales amounted to \$107,187,770 (2025: \$99,395,376).

Usage of raw materials, changes in work-in-progress and changes in finished goods are main components of the cost of sales shown in income statement. Cost of sales also includes an allowance for inventory obsolescence which is provided to be consistent with the view that assets should not be carried in excess of amounts expected to be realised from their sale or use.

Completed stock boats comprised boats constructed by the Group and trade-in and pre-owned boats acquired. Stock boats are carried at lower of cost and net realisable value. Estimates of net realisable value are based on the most reliable evidence available at the reporting date. These estimates take into consideration market demand, competition, and selling price and cost directly relating to events occurring after the end of the financial year to the extent that such events confirm conditions existing at the end of the financial year.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

9 INVENTORIES (CONTINUED)

Allowance for inventory obsolescence

	Group	
	2026 \$'000	2025 \$'000
At 1 July	(2,266)	(2,406)
Allowance made during the year	(528)	(421)
Written-back during the year	470	635
Translation adjustment	(102)	(74)
At 30 June	(2,426)	(2,266)

10 TRADE AND OTHER RECEIVABLES

	Group		Company	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Trade receivables				
– Third party	6,950	7,903	–	–
– Amount due from a director	49	–	–	–
Refundable deposits from customers	263	189	–	–
Amounts due from subsidiaries (non-trade)	–	–	10,112	2,474
	7,262	8,092	10,112	2,474

The current outstanding balances with subsidiaries are unsecured, interest-free and repayable on demand. There is no allowance for doubtful debts arising from the outstanding balances with subsidiaries.

The amount due from a director is trade in nature and unsecured. The amount was fully settled subsequent to the financial year end.

The Group's credit and currency risks for trade and other receivables are disclosed in Note 27.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

11 PREPAYMENTS AND ADVANCES

	Group		Company	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Advance payments for purchases of raw materials and components	1,688	2,956	–	–
Advance payment for purchase of equipment	–	1,776	–	–
Prepaid operating expenses	1,196	748	27	27
	2,884	5,480	27	27

12 CASH AND FIXED DEPOSITS

	Group		Company	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Cash and bank balances	10,523	6,734	368	108
Fixed deposits	9,323	44,783	2,400	8,900
Cash and fixed deposits in the statements of financial position	19,846	51,517	2,768	9,008
Restricted cash	(4,674)	(4,349)	–	–
Cash and cash equivalents in the statement of cash flows	15,172	47,168	2,768	9,008

Bank balances earn interest at floating rates based on the daily bank deposits rates. Fixed deposits are placed for varying periods between 7 and 90 days (2025: 7 and 90 days) and earn interest at rates averaging from 0.12% to 4.25% (2025: 0.35% to 4.47%) per annum.

13 TRADE AND OTHER PAYABLES

	Group		Company	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Trade payables	7,929	4,065	–	–
Refundable deposits from customers	1,021	1,970	–	–
GST payables	1,365	249	–	–
Accrued employee benefits	4,050	3,284	–	–
Accruals for commissions payables	2,905	1,951	–	–
Other accrued expenses	2,218	2,429	627	586
	19,488	13,948	627	586



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

14 PROVISIONS

	Warranties \$'000	Site Restoration \$'000	Total \$'000
Group			
Balance at 1 July 2024	7,076	44	7,120
Changes during the year			
Provisions made during the year	2,648	4	2,652
Claims expended during the year	(2,899)	–	(2,899)
Write-back	(351)	–	(351)
Translation adjustment	175	(4)	171
Balance at 30 June 2025	<u>6,649</u>	<u>44</u>	<u>6,693</u>
Balance at 1 July 2025	6,649	44	6,693
Changes during the year			
Provisions made during the year	732	282	1,014
Claims expended during the year	(1,557)	–	(1,557)
Translation adjustment	299	13	312
Balance at 30 June 2026	<u>6,123</u>	<u>339</u>	<u>6,462</u>

Warranties

The provision for warranty is set up to cover the estimated liability in respect of warranty claims for the sales of completed yachts. The provision recognised represents management's best estimate of the future cost required in the event that warranty claims arise. The provision recognised are periodically reviewed and updated based on the facts and circumstances available at the time. The provision is based on historical warranty claims.

15 INTEREST-BEARING LOANS AND BORROWINGS

	Group	
	2026 \$'000	2025 \$'000
Secured bank loan		
– Current	7,546	1,925
– Non-current	5,663	5,257
	<u>13,209</u>	<u>7,182</u>



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

15 INTEREST-BEARING LOANS AND BORROWINGS (CONTINUED)

Terms and conditions of outstanding loans and borrowings are as follows:

	Currency	Nominal interest rate	Year of maturity [^]	Group	
				2026 \$'000	2025 \$'000
Secured bank loan ⁽ⁱ⁾	MYR	5.20%	2025-2033	5,516	5,814
Secured bank loan ⁽ⁱⁱ⁾	USD	5.25%	2025-2026	1,045	1,167
Secured bank loan ⁽ⁱⁱⁱ⁾	USD	4.25%	2025-2027	122	201
Secured bank loan ^(iv)	MYR	5.20%	2025-2029	1,034	–
Revolving Credit ^(v)	MYR	5.35%	2026	3,180	–
Unsecured bank loan ^(vi)	USD	7.62%	2026	1,486	–
Unsecured bank loan ^(vii)	EUR	4.49%-4.59%	2026	826	–
				13,209	7,182

[^] Calendar year basis

- (i) The outstanding bank loan denominated in Malaysia Ringgit amounting to \$5,516,000 (2025: \$5,814,000) for the composite manufacturing facility in Johor, Malaysia and the construction of the building was completed in 2025. The bank loan is secured over the leasehold land of the Group's manufacturing yard in Pasir Gudang, Johor, Malaysia which has a carrying amount of \$4,797,000 (2025: \$4,736,000).
- (ii) The bank loan is secured over freehold land of the Group's service yard in Florida, USA which has a carrying amount of \$3,645,000 (2025: \$3,619,000).
- (iii) The bank loan is secured over a travel lift located at the Group's service yard in Florida, which has a carrying amount of \$Nil (2025: \$83,000). The travel lift is included in the Group's plant and machinery (see Note 4).
- (iv) During the year, the Group secured a bank loan denominated in Malaysia Ringgit with outstanding amount of \$1,034,000 for the acquisition of machineries. The bank loan is secured over the machineries located at the Group's manufacturing yard in Pasir Gudang, Johor, Malaysia which has a carrying amount of \$1,138,000.
- (v) During the year, the Group has drawn down \$3,180,000 from the revolving credit facility denominated in Malaysia Ringgit to facilitate general working capital requirement.
- (vi) During the year, the Group secured a bank loan of \$1,486,000 to support the acquisition of vessel held for sale which is repayable upon the sale of the respective vessel to customers.
- (vii) During the year, the Group secured a bank loan of \$826,000 denominated in Euro dollars to finance the Group's working capital requirements, including purchases of raw materials and other operating expenses.

All secured bank loans and drawn down revolving credit facility are supported by corporate guarantee issued by the Company. The Company does not consider it probable that a claim will be made against the Company under the guarantee.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

15 INTEREST-BEARING LOANS AND BORROWINGS (CONTINUED)

Reconciliation of movements of liabilities to cash flows arising from financing activities

	Liabilities			
	Interest-bearing loans and borrowings \$'000	Deferred considerations (Note 16) \$'000	Lease liabilities (Note 25) \$'000	Total \$'000
Balance at 1 July 2024	3,643	1,901	772	6,316
Changes from financing cash flows				
Repayment of interest-bearing loans and borrowings	(625)	–	–	(625)
Proceeds from interest-bearing loans and borrowings	82	–	–	82
Repayment of deferred considerations	–	(92)	–	(92)
Repayment of lease liabilities	–	–	(374)	(374)
Interest paid	(300)	(73)	(71)	(444)
Total changes from financing cash flows	(843)	(165)	(445)	(1,453)
The effect of changes in foreign exchange rates	4	(812)	(50)	(858)
Other changes				
New loan	4,078	–	–	4,078
Acquisition of property, plant and equipment	–	19,836	–	19,836
New lease	–	–	336	336
Finance cost	300	122	71	493
Total liability-related other changes	4,378	19,958	407	24,743
Balance at 30 June 2025	7,182	20,882	684	28,748
Balance at 1 July 2025	7,182	20,882	684	28,748
Changes from financing cash flows				
Repayment of interest-bearing loans and borrowings	(5,869)	–	–	(5,869)
Proceeds from interest-bearing loans and borrowings	10,637	–	–	10,637
Repayment of deferred considerations	–	(2,503)	–	(2,503)
Repayment of lease liabilities	–	–	(490)	(490)
Interest paid	(633)	(1,044)	(61)	(1,738)
Total changes from financing cash flows	4,135	(3,547)	(551)	37
The effect of changes in foreign exchange rates	439	326	29	794
Other changes				
New loan	820	–	–	820
Acquisition of property, plant and equipment	–	2,709	–	2,709
New lease	–	–	444	444
Finance cost	633	1,070	61	1,764
Total liability-related other changes	1,453	3,779	505	5,737
Balance at 30 June 2026	13,209	21,440	667	35,316



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

16 DEFERRED CONSIDERATIONS

	Group	
	2026 \$'000	2025 \$'000
Secured promissory notes		
– Current	4,572	2,532
– Non-current	16,868	18,350
	21,440	20,882

On 15 December 2022, a subsidiary acquired land and building in the USA and this was partially financed by the seller through a deferred payment scheme. The note is denominated in United States dollars repayable over a period of 15 years commencing from July 2024 and is secured over the freehold land and building in the USA with carrying value of \$2,414,000 (2025: \$2,396,000). The note bears a fixed interest rate of 4% and is repayable between years 2026 to 2039.

On 13 June 2025, a subsidiary acquired property, plant and equipment in the USA, which was partially financed by the seller through deferred payment scheme. The note is denominated in United States dollars repayable over a period of 5 years with first repayment in June 2026 and is secured over the freehold land and furniture, fixtures and equipment in the USA with carrying values of \$26,777,000 and \$518,000 (2025: \$26,463,000 and \$637,000) respectively. The note bears fixed interest rate of 1% above the applicable Federal Mid-Term Rate and is repayable between years 2026 to 2030.

During the year, a subsidiary acquired land and building in USA, which was partially financed by the seller through deferred payment scheme. The note is denominated in United States dollars repayable over a period of 5 years with first repayment in August 2026 and is secured over the freehold land and building in USA with carrying value of \$2,065,000. The note bears a fixed interest rate of 4.06% and is repayable between years 2026 to 2030.

On 24 October 2025, a subsidiary acquired a sailing yacht in Australia to serve as a platform for international branding, marketing, and innovation for the Group's products. This was partially financed by the seller through deferred payment scheme without interest. The note is denominated in Australia dollars repayable over a period of 2 years between years 2026 to 2027 with first repayment in July 2026.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

17 SHARE CAPITAL

	2026		2025	
	Number of shares '000	\$'000	Number of shares '000	\$'000
Fully paid:				
Beginning of the year	186,585	43,580	184,635	43,136
Issue of shares pursuant to share plans	–	–	1,950	444
End of the year	186,585	43,580	186,585	43,580

A holder of ordinary shares is entitled to receive dividends as declared from time to time and is entitled to one vote per ordinary share at meetings of the Company. All shares rank equally with regard to the Company's residual assets.

Capital management

The Group considers capital to be its share capital. The Group's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Group manages its capital structure and makes adjustment to it, in the light of changes in economic and financial market conditions. The Group may adjust the dividend payout to shareholders, buy back or issue new shares to optimise capital structure within the Group.

There were no changes in the Group's approach to capital management during the year.

The Company and its subsidiaries are not subject to externally imposed capital requirements.

Dividends

The following exempt (one-tier) dividends were declared and paid by the Group and Company:

For the year ended 30 June

	Group and Company	
	2026 \$'000	2025 \$'000
Paid by the Company to owners of the Company		
Interim dividends of \$0.005 per ordinary share in respect of financial year ended 30 June 2026 (2025: \$0.005 – For financial year ended 30 June 2025)	933	933
Final dividends of \$0.010 per ordinary share in respect of financial year ended 30 June 2025 (2025: \$0.010 – For financial year ended 30 June 2024)	1,866	1,866
	2,799	2,799



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

17 SHARE CAPITAL (CONTINUED)

Dividends (Continued)

For the year ended 30 June (Continued)

After the reporting date, the following exempt (one-tier) dividends were proposed by the directors. These exempt (one-tier) dividends have not been provided for.

	Group and Company	
	2026	2025
	\$'000	\$'000
Final dividends of \$0.010 per ordinary share in respect of financial year ended 30 June 2026 (2025: \$0.010 – For financial year ended 30 June 2025)	1,866	1,866

18 SHARE-BASED COMPENSATION RESERVE

The share-based compensation reserve comprises the cumulative value of services received from employees recorded on grant of equity settled share options and share awards. The expense for service received was recognised over the vesting period.

19 FOREIGN CURRENCY TRANSLATION RESERVE

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

20 REVENUE

The following table provides information about the nature and timing of the satisfaction of performance obligations in contracts with customers, including significant payment terms, and the related revenue recognition policies:

Revenue from construction contracts

Nature of goods or services	The Group manufactures and sells luxury yachts worldwide.
When revenue is recognised	Revenue is recognised over time as the Group has enforceable right to payments for performance completed till date. Revenue is recognised with reference to the stage of completion of the contract activity at the reporting date. The stage of completion is determined using cost-to-cost method (i.e. actual cost installed and incurred over estimated total cost to complete each contract).



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

20 REVENUE (CONTINUED)

Significant payment terms	Progress billings to the customer are based on a payment schedule in the contract that is dependent on the achievement of specified construction milestones. If the value of the construction services rendered exceeds progress billings to the customer, a contract asset is recognised. Conversely, a contract liability is recognised when progress billings to the customer exceeds the value of the construction services rendered. Payment is due within seven days from date of progress billings.
Obligations for warranties	The Group is obligated to make good, by repair or replacement, engineering or manufacturing defects that become apparent within the warranty period from the date of delivery.

Revenue from boat brokerage

Nature of goods or services	The Group generates brokerage revenue through facilitating the sales of boats between interested buyers and sellers. The Group earns commission income from the brokerage deals.
When revenue is recognised	Revenue is recognised when the brokerage deal is completed.
Significant payment terms	Invoice is issued when brokerage boat is delivered to the end customer. Payment is due within seven to fourteen days from date of invoice.

Rendering of services

Nature of goods or services	The Group provides boat servicing to its customers. Services sold are separate from the construction contracts and the Group accounts for the services separately.
When revenue is recognised	Revenue is recognised when services are completed.
Significant payment terms	Invoice is issued when services have been performed. Payment is due within seven days from date of invoice.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

20 REVENUE (CONTINUED)

Sales of stock boats, trade-in and pre-owned boats and parts

Nature of goods or services	The Group generates revenue from the sales of stock boats, trade-in and pre-owned boats and other spare parts of boats.
When revenue is recognised	Revenue is recognised when control have been transferred to the buyer. Revenue excludes goods and services taxes and other sales taxes, and is derived at after deduction of trade discounts.
Significant payment terms	Invoice is issued when parts are delivered to the customer. Parts payment is due within seven days from date of invoice. For stock boats, trade-in and pre-owned boats, payment is required before delivery.
Obligations for warranties	In cases of sales of stock boats, trade-in and pre-owned boats that were manufactured by the Group, the Group is obligated to make good, by repair or replacement, engineering or manufacturing defects that become apparent within the warranty period from the date of delivery.

Berthing income

Nature of goods or services	The Group provides berthing facilities to customers for the mooring and storage of boats at its marina facilities. Berthing services are provided separately from boat servicing and construction contracts and are accounted for separately.
When revenue is recognised	Revenue is recognised over time on a straight-line basis over the agreed berthing period, as the customer simultaneously receives and consumes the benefits of the berthing services.
Significant payment terms	Invoices are issued upon commencement of the berthing period. Payment is due within seven days from date of invoice.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

20 REVENUE (CONTINUED)

Disaggregation of revenue from contracts with customers

In the following table, revenue from contracts with customers is disaggregated by major products and service lines, timing of revenue recognition and primary geographical markets.

	Group	
	2026 \$'000	2025 \$'000
Revenue from construction contracts	120,972	99,131
Revenue from boat brokerage*	5,587	4,630
Rendering of services	8,927	7,389
Sales of stock boats	10,879	16,478
Sales of trade-in and pre-owned boats	26,059	34,301
Sales of parts	271	364
Berthing income	492	23
	173,187	162,316
	2026 \$'000	2025 \$'000
Timing of revenue recognition		
Transferred at a point in time	51,723	63,162
Transferred over time	121,464	99,154
	173,187	162,316
	2026 \$'000	2025 \$'000
Revenue contributed by primary geographical markets:		
United States of America	127,080	132,332
Australia	28,036	23,318
Europe	13,483	1,308
Asia	4,588	5,358
	173,187	162,316

* The related brokerage commission expenses included in selling and marketing expenses amounted to \$1,918,000 (2025: \$1,830,000).



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

20 REVENUE (CONTINUED)

Contract balances

The following table provides information about receivables, contract assets and contract liabilities from contracts with customers.

	Group	
	2026 \$'000	2025 \$'000
Trade receivables	6,999	7,903
Contract assets	15,647	3,326
Contract liabilities	(21,896)	(25,671)

The contract assets primarily relate to the Company's rights to consideration for work completed but not billed at the reporting date. The contract liabilities primarily relate to advance consideration received from customers for which the performance obligations have not been satisfied.

These assets and liabilities are reported in the statements of financial position on a contract by contract basis at the end of each reporting period. If the value of services rendered exceeds progress billings to the customers, a contract asset is recognised and presented separately in the statements of financial position. The contract asset is transferred to trade receivables when the entitlement to payment becomes unconditional. If the progress billings to the customer or advance payments received or receivable exceeds the value of services rendered, a contract liability is recognised and separately presented in the statements of financial position.

Significant changes in the contract assets and the contract liabilities balances during the year are as follows:

	Contract assets		Contract liabilities	
	2026 \$'000	2025 \$'000	2026 \$'000	2025 \$'000
Revenue recognised that was included in the contract liabilities balance at the beginning of the year	–	–	22,117	18,424
Increase due to cash received, excluding amounts recognised as revenue during the year	–	–	(18,342)	(20,572)
Contract asset reclassified to trade receivables	(3,326)	(10,041)	–	–
Changes in measurement of progress	15,647	3,326	–	–



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

20 REVENUE (CONTINUED)

Contract balances (Continued)

The Group applies the practical expedient in paragraph 121 of SFRS(I) 15 and does not disclose information about its remaining performance obligations if:

- the performance obligation is part of a contract that has an original expected duration of one year or less; or
- the Group has a right to invoice a customer in an amount that corresponds directly with its performance to date, then it recognises revenue in that amount.

21 PROFIT BEFORE TAX

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

	Note	Group 2026 \$'000	2025 \$'000
Wages, salaries and other employee benefits		45,672	37,803
Contributions to defined contribution plans, included in wages and salaries related costs		2,565	2,112
Share-based payment expenses	23	273	273
Allowance/(Write-back) for inventories obsolescence, net	9	58	(214)
Property, plant and equipment written off		11	–
Depreciation of property, plant and equipment	4	6,598	5,145
Depreciation of right-of-use assets	5	764	612
Amortisation of intangible assets	7	113	110
Provision for warranty claims, net	14	732	2,297
Brokerage commission expenses	20	1,918	1,830
Auditors' remuneration:			
– auditors of the Company		351	371
– overseas affiliates of KPMG LLP		69	67
Non-audit fees paid to:			
– auditors of the Company		27	27
Short-term lease expenses		193	139



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

21 PROFIT BEFORE TAX (CONTINUED)

		Group	
	Note	2026 \$'000	2025 \$'000
Other income			
Foreign exchange gain		410	251
Interest income from bank		465	957
Gain on disposal of property, plant and equipment		3	448
Sundry income		292	69
Others		137	(177)
		1,307	1,548
Finance costs incurred on:			
– lease liabilities	15	61	71
– interest bearing loans and borrowings	15	633	300
– deferred considerations	15	1,070	122
– others		–	147
		1,764	640

22 TAX EXPENSE

		Group	
		2026 \$'000	2025 \$'000
Current tax			
Current year		3,746	6,070
Changes in estimate related to prior years		(353)	119
Withholding tax		130	167
		3,523	6,356
Deferred tax			
Origination and reversal of temporary differences		419	855
Changes in estimate related to prior years		621	18
		1,040	873
Tax expense		4,563	7,229



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

22 TAX EXPENSE (CONTINUED)

Reconciliation of effective tax rate

	Group	
	2026 \$'000	2025 \$'000
Profit before tax	17,959	25,450
Tax at the domestic rates applicable to profits in the countries where the Group operates	3,974	6,399
Adjustments:		
Non-deductible expenses	357	483
Tax-exempt income	(485)	(214)
Changes in estimate related to prior years	268	137
Withholding tax	130	167
Tax losses not recognised as deferred tax assets in the year	138	–
Others	181	257
	4,563	7,229

23 SHARE-BASED COMPENSATION

Grand Banks Performance Share Plan 2014 ("PSP") and Grand Banks Employee Share Option Scheme 2014 ("ESOS") were approved and adopted by its members at an Extraordinary General Meeting of the Company held on 8 October 2014. The PSP and the ESOS are based on the principle of pay for performance and is designed to enable the Company to reward, retain and motivate employees whose contributions are essential to the well-being and prosperity of the Group, to give recognition to outstanding employees who have contributed to the Group and to align the interests of the participants with the interests of shareholders.

The PSP and ESOS had expired on 7 October 2024. The Company will propose the adoption of new PSP and ESOS schemes in the forthcoming Annual General Meeting.

The Group has the following share-based payment arrangements:

ESOS (equity-settled)

The Group granted 300,000 share options to one executive on 5 July 2017 to take up unissued shares in the Company with similar terms as the grant on 2 March 2015.

On 6 September 2023, the Group granted 8,000,000 share options to eligible employees and directors to take up unissued shares in the Company which will vest after a three year service period. The exercise period of the options is five years from the date of grant for non-executive directors and ten years from the date of grant for executive director and employees. Options granted previously of 500,000 had lapsed in 2024 as they were not taken up by an employee. In 2025, 250,000 options granted previously were voided pursuant to the ESOS Rules.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

23 SHARE-BASED COMPENSATION (CONTINUED)

ESOS (equity-settled) (Continued)

At the end of the year, details of the ESOS plan on unissued ordinary shares of the Company are as follows:

Options grant date	Exercise price per share	Options outstanding at 1 July	Options exercised	Options granted	Options expired/voided	Options outstanding at 30 June	Options exercisable at 30 June	Exercise period
2026								
5/7/2017	\$0.280	300,000	–	–	–	300,000	300,000	5/7/2019 to 4/7/2027
6/9/2023	\$0.253	7,250,000	–	–	–	7,250,000	–	6/9/2026 to 5/9/2033
		7,550,000	–	–	–	7,550,000	300,000	
2025								
2/3/2015	\$0.228	2,400,000	(1,950,000)	–	(450,000)	–	–	–
5/7/2017	\$0.280	300,000	–	–	–	300,000	300,000	5/7/2019 to 4/7/2027
6/9/2023	\$0.253	7,500,000	–	–	(250,000)	7,250,000	–	6/9/2026 to 5/9/2033
		10,200,000	(1,950,000)	–	(700,000)	7,550,000	300,000	

Measurement of fair values

The fair value of the ESOS has been measured using binomial method at the grant date. Service conditions attached to the scheme were not taken into account in measuring fair value. Expected volatility is estimated by considering historical share price volatility particularly over the historical period commensurate with the expected term of the ESOS. The inputs used in the measurement of the fair values at grant date of the ESOS are as follows:



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

23 SHARE-BASED COMPENSATION (CONTINUED)

ESOS (equity-settled) (Continued)

Fair value of ESOS and assumptions

	ESOS	
Option term	5 or 10 years	10 years
Date of grant of options	6 September 2023	5 July 2017
Fair value at grant date	\$0.1132	\$0.0705
Share price at grant date	\$0.315	\$0.280
Exercise price	\$0.253	\$0.280
Expected volatility	47%	46%
Expected life	3.00 years	2.90 years
Expected dividends	3.20%	1.00%
Risk-free interest rate (based on government bonds)	3.46%	1.32%

During the year, the Group charged \$273,000 (2025: \$273,000) to the income statement based on the fair value of the share options at the grant date being expensed over the vesting period.

24 EARNINGS PER SHARE

	Group	
	2026	2025
Basic earnings per share		
Basic earnings per share is based on:		
Profit for the year (\$'000)	13,396	18,221
Issued ordinary shares at 1 July ('000)	186,585	184,635
Effects of new ordinary shares issued during the year ('000)	–	1,543
Weighted-average number of ordinary shares during the year ('000)	186,585	186,178
Diluted earnings per share		
Diluted earnings per share is based on:		
Profit for the year (\$'000)	13,396	18,221
Weighted-average number of ordinary shares (basic) ('000)	186,585	186,178
Effects of ESOS on issue ('000)	4,831	4,001
Weighted-average number of ordinary shares (diluted) during the year ('000)	191,416	190,179



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

25 LEASES

	Group	
	2026 \$'000	2025 \$'000
Current	413	376
Non-current	254	308
	667	684

Leases as lessee

The Group leases land, office space, factory and hostel. The lease for land has a remaining lease period of 26 years (2025: 27 years). The leases for offices, factory, hostel and dock space typically run for two to five years.

Extension options

Some property leases contain extension options exercisable by the Group up to one year before the end of the non-cancellable contract period. Where practicable, the Group seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Group and not by the lessors. The Group assesses at the lease commencement date whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstance within its control.

The Group has estimated that the potential future lease payments, should it exercise the extension option, would result in an increase in lease liability of \$1,041,000 (2025: \$799,000).

26 SIGNIFICANT RELATED PARTY TRANSACTIONS

Transactions with key management personnel

Key management personnel of the Group are those having the authority and responsibility for planning, directing and controlling the activities of the Group. The Chief Executive Officer, Chief Financial Officer, Managing Director of Malaysia factory and the Board of Directors are considered as key management personnel of the Group.

	Group	
	2026 \$'000	2025 \$'000
Short-term benefits	3,537	3,505
Directors fees	445	412
Contribution to defined contribution plans	65	68
Share-based payments	160	160
Boat servicing fees from a director	49	–
	4,256	4,145

Other than those disclosed in these financial statements, there are no related party transactions.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

27 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

Overview

Exposure to credit, liquidity, interest rate and currency risks arises in the normal course of the Group's business. The Group has established its general risk management philosophy to create an acceptable balance between the cost of risks occurring and the cost of managing the risks. Management continually monitors the Group's risks to ensure that an appropriate balance between risk and control is achieved and to reflect changes in market conditions.

Risk management framework

The Risk Management and Audit Committee oversees how management monitors compliance with the Group's risk management framework and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Risk Management and Audit Committee is assisted in its oversight role by an independent Internal Audit organisation. This independent Internal Audit organisation undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the Risk Management and Audit Committee.

Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers. The carrying amounts of financial assets and contract assets represent the Group's maximum exposures to credit risk.

The Group manages its credit risk through the application of credit approvals and monitoring procedures. Management considers the demographics of its customer base including the default risk associated with the customers' profile and background, and the industry and country in which customer, operate as these factors may impact the Group's credit risk profile.

The Group's credit review includes the consideration of historical loss rates, financial status and industry information.

The Group reduces its exposure to credit risks by obtaining advances from customers and tight management of billings and collections. In the case of customers' defaults, the Group retains a right to re-possess the constructed boats.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

27 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Exposure to credit risk

Trade receivables and contract assets

As at 30 June 2026, there were no significant concentrations of credit risk. A summary of the Group's exposures to credit risk for trade receivables and contract assets is as follows:

	Group	
	2026	2025
	Not credit-impaired	Not credit-impaired
	\$'000	\$'000
<i>Receivables measured at lifetime ECL</i>		
Trade receivables	6,999	7,903
Contract assets	15,647	3,326
	22,646	11,229

Expected credit loss assessment

The Group uses ECL model for the impairment of trade receivables and contract assets. Based on an assessment of qualitative and quantitative factors that are indicative of the risk of default (including but not limited to applying experienced credit judgement), these exposures are considered to have low credit risk. Impairment on these balances have been measured on the lifetime expected credit loss basis. The amount of the allowance on trade receivables and contract assets are insignificant.

Non-trade amount due from subsidiaries

Based on an assessment of qualitative and quantitative factors that are indicative of the risk of default (including but not limited to external ratings, audited financial statements, management accounts and cash flow projections), these exposures are considered to have low credit risk. The amount of allowance is insignificant.

Other receivables

Other receivables are short-term in nature. Impairment on other receivables has been measured on the 12-month expected loss basis and reflects the short maturities of exposures. The Group considers its receivables to have low credit risk and the amounting allowance on other receivables is insignificant.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

27 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Cash and fixed deposits

Cash and fixed deposits are placed with financial institutions, which are regulated. The amount of the allowance on cash and fixed deposits is insignificant.

Guarantees

The risk to which the Company is exposed is credit risk in connection with guarantees contract it has issued for bank loans obtained by subsidiaries (see Note 15). The credit risk represents the loss that would be recognised upon a default by the subsidiaries to which the guarantees were given on behalf of. To mitigate these risks, management continually monitors the risks and has established processes including evaluating the financial performance and financial condition of subsidiaries. There are no terms and conditions attached to the guarantee contract that would have a material effect on the amount, timing and uncertainty of the Company's future cash flows.

Estimates of the Company's obligation arising from financial guarantee contracts may be affected by future events, which cannot be predicted with any certainty. The Company has assessed that the subsidiary has strong financial capacity to meet the contractual cash flow obligations in the near future and hence does not expect significant credit loss from the guarantee. The Company's assessment is based on qualitative and quantitative factors that are indicative of the risk of default. The assumptions made may well vary from actual experience so that the actual liability may vary considerably from the best estimates. As of reporting date, there is no provision made in respect of the obligations (see Note 15).

Liquidity risk

The Group monitors its liquidity risk and maintains a level of cash and fixed deposits deemed adequate by management to finance the Group's operations, meet its financial obligations and fund capital expenditures. The Group's liquidity risk management also includes the active management of timing mismatches between collections (from its assets) and payment of its liabilities. The Group expects to settle its liabilities through its working capital and funds generated from its operations. In addition, the Group maintain credit lines available for utilisation if required.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

27 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Liquidity risk (Continued)

The following are the contractual undiscounted cash outflows of financial liabilities, including interest payments and excluding the impact of netting agreements:

		Cash flows				
	Note	Carrying amount \$'000	Contractual cash flows \$'000	Within 1 year \$'000	Within 2 to 5 years \$'000	More than 5 years \$'000
Group						
30 June 2026						
Trade and other payables*	13	14,073	14,073	14,073	–	–
Interest-bearing loans and borrowings	15	13,209	14,601	7,899	4,032	2,670
Deferred considerations	16	21,440	24,653	5,461	17,905	1,287
Lease liabilities	25	667	720	446	274	–
30 June 2025						
Trade and other payables*	13	10,415	10,415	10,415	–	–
Interest-bearing loans and borrowings	15	7,182	8,558	2,272	3,625	2,661
Deferred considerations	16	20,882	24,995	3,521	20,047	1,427
Lease liabilities	25	684	753	433	320	–
		Cash flows				
	Note	Carrying amount \$'000	Contractual cash flows \$'000	Within 1 year \$'000	Within 2 to 5 years \$'000	More than 5 years \$'000
Company						
30 June 2026						
Trade and other payables	13	627	627	627	–	–
Intra-group financial guarantees		–	12,989	12,989	–	–
30 June 2025						
Trade and other payables	13	586	586	586	–	–
Intra-group financial guarantees		–	8,346	8,346	–	–

* Excludes GST payables and accrued employee benefits.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

27 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Interest rate risk

The Group's exposure to market risk for changes in interest rates relates primarily to interest-earning cash and fixed deposits.

	Note	Group		Company	
		Carrying amount		Carrying amount	
		2026	2025	2026	2025
		\$'000	\$'000	\$'000	\$'000
Fixed rate instruments					
Fixed deposits	12	9,323	44,783	2,400	8,900
Deferred considerations	16	(21,440)	(20,882)	–	–
		(12,117)	23,901	2,400	8,900
Variable rate instruments					
Cash and bank balances	12	10,523	6,734	368	108
Interest-bearing loans and borrowings	15	(13,209)	(7,182)	–	–
		(2,686)	(448)	368	108

The Group does not account for any fixed rate financial assets and liabilities at FVTPL. Therefore, in respect of the fixed rate instruments, a change in interest rates at the reporting date will not affect profit or loss. For variable rate instruments, the sensitivity analysis as follows:

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
100 bp increase				
Increase in profit before tax	(27)	(4)	4	1

This analysis assumes that all other variables, in particular foreign currency exchange rates, remain constant.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

27 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Foreign currency risk

The foreign currency exposure arising from transactions denominated in foreign currencies is mainly the United States Dollar ("USD"), Singapore Dollar ("SGD"), Australia Dollar ("AUD") and Euro ("EUR").

The Group's gross exposure to foreign currencies is as follows:

	USD \$'000	SGD \$'000	AUD \$'000	EUR \$'000
Group				
30 June 2026				
Financial assets				
Trade and other receivables	–	34	–	–
Cash and fixed deposits	5,732	250	2,236	618
Financial liabilities				
Trade and other payables	(1,717)	(436)	(244)	(1,805)
Net currency exposure	4,015	(152)	1,992	(1,187)
30 June 2025				
Financial assets				
Trade and other receivables	–	9	–	–
Cash and fixed deposits	10,091	932	2,890	735
Financial liabilities				
Trade and other payables	(774)	(1,734)	(220)	(511)
Net currency exposure	9,317	(793)	2,670	224

The Company's exposure to foreign currency risk is not significant.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

27 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Foreign currency risk (Continued)

Sensitivity analysis

A 1% strengthening of USD, SGD, AUD and EUR against the functional currencies of its subsidiaries at the reporting date would increase/(decrease) profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant.

	2026 Profit or loss \$'000	2025 Profit or loss \$'000
Group		
USD	40	93
SGD	(2)	(8)
AUD	20	27
EUR	(12)	2

A 1% weakening of USD, SGD, AUD and EUR against the functional currencies of the Company and its subsidiaries at the reporting date would have the equal but opposite effect to the amounts shown above, on the basis that all other variables remain constant.

Fair values of financial assets and financial liabilities

The fair values of financial assets and liabilities, together with the carrying amounts shown in the statements of financial position, are as follows:

	Note	Financial assets at amortised cost \$'000	Other financial liabilities \$'000	Total carrying amount \$'000	Fair value \$'000
Group					
30 June 2026					
Trade and other receivables	10	7,262	–	7,262	7,262
Cash and fixed deposits	12	19,846	–	19,846	19,846
		27,108	–	27,108	27,108
Trade and other payables*	13	–	14,073	14,073	14,073
Interest-bearing loans and borrowings	15	–	13,209	13,209	13,209
Deferred considerations	16	–	21,440	21,440	21,440
		–	48,722	48,722	48,722



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

27 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Fair values of financial assets and financial liabilities (Continued)

	Note	Financial assets at amortised cost \$'000	Other financial liabilities \$'000	Total carrying amount \$'000	Fair value \$'000
Group					
30 June 2025					
Trade and other receivables	10	8,092	–	8,092	8,092
Cash and fixed deposits	12	51,517	–	51,517	51,517
		59,609	–	59,609	59,609
Trade and other payables*	13	–	10,415	10,415	10,415
Interest-bearing loans and borrowings	15	–	7,182	7,182	7,182
Deferred considerations	16	–	20,882	20,882	20,882
		–	38,479	38,479	38,479
	Note	Financial assets at amortised cost \$'000	Other financial liabilities \$'000	Total carrying amount \$'000	Fair value \$'000
Company					
30 June 2026					
Trade and other receivables	10	10,112	–	10,112	10,112
Cash and fixed deposits	12	2,768	–	2,768	2,768
		12,880	–	12,880	12,880
Trade and other payables	13	–	627	627	627
30 June 2025					
Trade and other receivables	10	2,474	–	2,474	2,474
Cash and fixed deposits	12	9,008	–	9,008	9,008
		11,482	–	11,482	11,482
Trade and other payables	13	–	586	586	586

* Excludes GST payables and accrued employee benefits.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

27 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Fair values of financial assets and financial liabilities (Continued)

Interest-bearing loans and borrowings

No fair value is calculated for the floating rate loans as the Group believes that the carrying amounts, which are repriced within the year, reflect their corresponding fair values.

Deferred considerations

Deferred considerations relates to financing obtained for acquisition of certain property, plant and equipment. Deferred considerations is valued using the discounted cash flows approach, which includes the present value computation of expected payments, discounted using a risk-adjusted discount rate.

Other financial assets and liabilities

The carrying amounts of financial assets and liabilities with a maturity of less than one year (including trade and other receivables, cash and fixed deposits, other investment and trade and other payables) are assumed to approximate their fair values because of the short period to maturity and where the effect of discounting is immaterial.

Accordingly, no fair value hierarchy information is disclosed for such financial assets and liabilities.

28 OPERATING SEGMENTS

The Group engages predominantly in the manufacturing and sales of luxury yachts. The Group assessed its operating segment and determined that it has two (2025: two) operating and reporting segments.

Manufacturing & trading : Manufacturing and sales of yachts to end customers.

Others : Ancillary sales such as brokerage income, service income and sales of trade-in and pre-owned boats.

The operating segments contains various functions that are inter-dependent to support the Group's operating activities and performance. Based on the combined activities of these key functions, the Group's Chief Executive Officer ("CEO"), who is the chief operating decision maker ("CODM"), assesses performance against an approved Group's budget and makes resource allocation decisions that will maximise the utilisation of production capacity and operating efficiency of the operating segments, to achieve the Group's budget.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

28 OPERATING SEGMENTS (CONTINUED)

	Manufacturing and trading segment		Others		Corporate		Adjustments		Consolidated	
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue and expenses										
External revenue	131,974	115,798	41,213	46,518	-	-	-	-	173,187	162,316
Inter-segment revenue	8,556	10,387	23,629	19,966	5,180	4,088	(37,365)	(34,441)	-	-
Total revenue	140,530	126,185	64,842	66,484	5,180	4,088	(37,365)	(34,441)	173,187	162,316
Segment results*	47,001	57,561	13,215	5,163	3,882	2,717	(37,365)	(34,441)	26,733	31,000
Depreciation and amortisation	(7,195)	(5,615)	(280)	(252)	-	-	-	-	(7,475)	(5,867)
Interest income	465	957	-	-	-	-	-	-	465	957
Interest expense	(1,764)	(640)	-	-	-	-	-	-	(1,764)	(640)
Operating profit before tax	38,507	52,263	12,935	4,911	3,882	2,717	(37,365)	(34,441)	17,959	25,450
Income tax expense	(3,416)	(6,608)	(1,147)	(621)	-	-	-	-	(4,563)	(7,229)
Segment profit	35,091	45,655	11,788	4,290	3,882	2,717	(37,365)	(34,441)	13,396	18,221

Reconciliation

* Segment results: Earnings before Interest, Taxation, Depreciation and Amortisation.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

28 OPERATING SEGMENTS (CONTINUED)

	Manufacturing and trading segment		Others		Corporate		Consolidated	
	2026	2025	2026	2025	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Other material non-cash items:</i>								
Gain on disposal of property, plant and equipment	-	448	3	-	-	-	3	448
(Allowance)/Write-back for inventories obsolescence, net	(58)	214	-	-	-	-	(58)	214
Provision for warranty claims, net	(732)	(2,297)	-	-	-	-	(732)	(2,297)
Assets and liabilities								
Segment assets	175,438	159,165	22,568	9,968	2,795	9,035	200,801	178,168
Tax assets	2,180	1,415	272	50	-	-	2,452	1,465
Segment liabilities	81,211	74,078	1,324	396	627	586	83,162	75,060
Tax liabilities*	3,697	2,258	-	161	-	-	3,697	2,419
Capital expenditures	33,040	42,898	-	-	-	-	33,040	42,898

* Tax liabilities comprise of current tax payables and deferred tax liabilities.



NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2026

28 OPERATING SEGMENTS (CONTINUED)

Geographical segments

Geographical segment information is analysed by the principal geographical locations of the customers where the yachts are sold. See Note 20 for details.

The Group manufactures yachts and holds its corporate treasury, administrative and marketing functions at locations different from the principal geographical locations in which it sells its yachts as described above in Note 20. The non-current assets, primarily the manufacturing and service facilities are located in the following geographical locations:

	Group	
	2026 \$'000	2025 \$'000
Malaysia	36,941	29,561
United States of America	53,293	44,151
Australia	18,357	7,042
Others	716	51
	109,307	80,805

29 COMMITMENTS

	Group	
	2026 \$'000	2025 \$'000
Capital expenditures	1,485	164

The capital expenditure contracted by the Group relates mainly to the factory improvements and purchase of machineries (2025: office renovation) in Malaysia.

30 CONTINGENCIES

In June 2026, the Group has received notice of a claim from a customer's insurer in relation to damages over the customer's boat. Management is currently assessing the merits of the claim with its legal advisor and insurer and it is not practicable to estimate the potential financial effects as at reporting date.



STATISTICS OF SHAREHOLDINGS

Director's Shareholdings

As at 21 July 2026

Name of Directors	No. of Shares
Mark Jonathon Richards	12,375,400
Basil Chan	301,500
Gerard Lim Ewe Keng	212,000
Jeffrey Edward Fisher	220,100

AS AT 14 SEPTEMBER 2026

Issued Share Capital : 186,584,649 ordinary shares

Voting Rights : 1 vote per ordinary share

Substantial Shareholders

As at 14 September 2026, shown in Register of Substantial Shareholders

Name of Substantial Shareholders	Shareholdings registered in the name of the Substantial Shareholders	Shareholdings in which the Substantial Shareholders are deemed to have an interest	Total	Percentage of Issued Shares %
Tan Sri Lim Kok Thay	52,609,994	–	52,609,994	28.20
Willimbury Pty Ltd ^{^1}	28,580,001	–	28,580,001	15.32
Arminella Pty Ltd (as trustee for SJHA Investment Trust) ^{^2}	18,645,612	–	18,645,612	9.99
Mark Jonathon Richards	12,375,400	–	12,375,400	6.63

Notes:

^{^1} 28,580,001 shares are held by Citibank Nominees Singapore Pte Ltd.

^{^2} 18,645,612 shares are held by Citibank Nominees Singapore Pte Ltd.

DISTRIBUTION OF SHAREHOLDINGS

Size of Shareholdings	No. of Shareholders	%	No. of Shares	%
1 – 99	91	6.75	1,128	0.00
100 – 1,000	252	18.68	135,708	0.07
1,001 – 10,000	666	49.37	2,921,582	1.57
10,001 – 1,000,000	329	24.39	24,395,229	13.07
1,000,001 and above	11	0.81	159,131,002	85.29
TOTAL	1,349	100.00	186,584,649	100.00

As at 14 September 2026, approximately 38.84% of the Company's shares were held in the hands of the public. Therefore, the Company has complied with Rule 723 of the Listing Manual of the SGX-ST.



STATISTICS OF SHAREHOLDINGS

AS AT 14 SEPTEMBER 2026

TWENTY LARGEST SHAREHOLDERS

No.	Name	No. of Shares	%
1	Citibank Nominees Singapore Pte Ltd	53,265,833	28.55
2	Tan Sri Lim Kok Thay	52,609,994	28.20
3	Phillip Securities Pte Ltd	16,474,911	8.83
4	Mark Jonathon Richards	12,375,400	6.63
5	DBS Nominees Pte Ltd	7,573,848	4.06
6	Goh Guan Siong (Wu YuanXiang)	7,438,100	3.99
7	Asdew Acquisitions Pte Ltd	4,082,500	2.19
8	United Overseas Bank Nominees P L	1,926,762	1.03
9	Raffles Nominees(Pte) Limited	1,180,354	0.63
10	Lim Geck Chin Mavis	1,103,300	0.59
11	Est of Mrs Lim Nancy Nee Tan Nancy, Dec'd	1,100,000	0.59
12	Moomoo Financial Singapore Pte. Ltd.	961,750	0.52
13	UOB Kay Hian Pte Ltd	930,000	0.50
14	OCBC Nominees Singapore Pte Ltd	917,190	0.49
15	Chua Cheow Chuan	790,000	0.42
16	Seah Chye Ann (Xie Cai'An)	760,000	0.41
17	Est of Heine Askaer-Jensen, Dec'd	701,500	0.38
18	Toh Ong Tiam	534,500	0.29
19	Samuel Henry Compton III	507,000	0.27
20	Lim Seng Chiang	500,000	0.27
TOTAL		165,732,942	88.84



NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Annual General Meeting of the Company (the “**AGM**”) will be held at **Goodwood Park Hotel (Tudor Ballroom – Level 1), 22 Scotts Road, Singapore 228221** on **Friday, 23 October 2026 at 10.00 a.m.** to transact the following business:

ORDINARY BUSINESS

- 1) To receive and adopt the Directors’ Statement and Audited Financial Statements of the Company for the financial year ended 30 June 2026 together with the Auditors’ Report thereon.
(Resolution 1)
- 2) To declare a final one-tier tax exempt dividend of 1.0 Singapore cent per ordinary share for the financial year ended 30 June 2026 (2025: 1.0 Singapore cent per ordinary share).
(Resolution 2)
- 3) To re-appoint KPMG LLP as Auditors of the Company and to authorise the Directors of the Company (“**Directors**”) to fix their remuneration.
(Resolution 3)
- 4) To approve the payment of Directors’ fees of S\$445,000 for the financial year ending 30 June 2027, to be paid quarterly in arrears (2026: S\$445,000).
(Resolution 4)
- 5) To re-appoint Mr. Gerard Lim Ewe Keng (“**Mr. Lim**”), who is retiring pursuant to Article 86 of the Constitution of the Company and Rule 720(5) of the Listing Manual of the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”), and who, being eligible, offers himself for re-election as a Non-Independent and Non-Executive Director of the Company.
[see Explanatory Note (i) (a)]
(Resolution 5)
- 6) To re-appoint Mr. Mark Jonathon Richards, who is retiring pursuant to Article 86 of the Constitution of the Company and Rule 720(5) of the Listing Manual of the SGX-ST, and who, being eligible, offers himself for re-election as an Executive Director of the Company.
[see Explanatory Note (i) (b)]
(Resolution 6)
- 7) To transact any other business which may be properly transacted at an AGM.

SPECIAL BUSINESS

8) **Authority to issue shares**

That pursuant to Section 161 of the Companies Act, 1967 (the “**Companies Act**”) and Rule 806 of the Listing Manual of the SGX-ST and notwithstanding the provisions of the Constitution of the Company, authority be and is hereby given to the Directors of the Company to:

- (a) (i) issue shares in the capital of the Company (“**shares**”) whether by way of rights, bonus or otherwise; and/or



NOTICE OF ANNUAL GENERAL MEETING

- (ii) make or grant offers, agreements or options (collectively, “**Instruments**”) that might or would require shares to be issued during the continuance of this authority or thereafter, including but not limited to the creation and issue of (as well as adjustments to) warrants, debentures or other instruments convertible into shares,

at any time and upon such terms and conditions and for such purposes and to such persons as the Directors may in their absolute discretion deem fit (the “**Share Issue Mandate**”); and

- (b) (notwithstanding the authority conferred by this Resolution may have ceased to be in force), issue shares in pursuance of any Instruments made or granted by the Directors while this Resolution was in force,

provided that:

1. the aggregate number of shares to be issued pursuant to this Resolution (including shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed fifty per centum (50%) of the total number of issued shares, excluding treasury shares and subsidiary holdings (if any), in the capital of the Company (as calculated in accordance with sub-paragraph 2 below), of which the aggregate number of shares to be issued other than on a *pro-rata* basis to shareholders of the Company (including shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed twenty per centum (20%) of the total number of issued shares, excluding treasury shares and subsidiary holdings (if any), in the capital of the Company (as calculated in accordance with sub-paragraph 2 below);
2. (subject to such manner of calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of shares that may be issued under sub-paragraph 1 above, the percentage of the total number of issued shares, excluding treasury shares and subsidiary holdings (if any), shall be based on the total number of issued shares, excluding treasury shares and subsidiary holdings (if any), in the capital of the Company at the time that this Resolution is passed, after adjusting for:
 - (i) new shares arising from the conversion or exercise of any convertible securities;
 - (ii) new shares arising from exercising share options or vesting of share awards, provided the share options or share awards were granted in compliance with the Listing Manual of the SGX-ST; and
 - (iii) any subsequent bonus issue, consolidation or subdivision of shares,

provided further that adjustments in accordance with sub-paragraphs (2)(i) and (ii) above are only to be made in respect of new shares arising from convertible securities, share options or share awards which were issued and outstanding or subsisting at the time of the passing of this Resolution;



NOTICE OF ANNUAL GENERAL MEETING

3. in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Listing Manual of the SGX-ST for the time being in force (unless such compliance has been waived by the SGX-ST) and the Constitution of the Company; and
4. unless revoked or varied by the Company in general meeting, the authority conferred by this Resolution shall continue in force until the conclusion of the next AGM or the date by which the next AGM is required by law to be held, whichever is the earlier.
[see Explanatory Note (ii)]

(Resolution 7)

9) **The Proposed Adoption of the Grand Banks Performance Share Plan 2026**

That:

- (a) the performance share plan to be known as the Grand Banks Performance Share Plan 2026 (the "**Grand Banks PSP 2026**") be and is hereby approved and adopted;
- (b) the Directors be and are hereby authorised:
 - (i) to establish and administer the Grand Banks PSP 2026;
 - (ii) to modify and/or amend the Grand Banks PSP 2026 from time to time, provided that such modifications and/or amendments are effected in accordance with the Rules of the Grand Banks PSP 2026 and to do all such acts and to enter into all such transactions, arrangements and agreements as may be necessary or expedient in order to give full effect to the Grand Banks PSP 2026; and
 - (iii) to grant contingent awards of fully-paid shares granted under the Grand Banks PSP 2026 ("**Awards**") in accordance with the rules of the Grand Banks PSP 2026 and to allot and issue from time to time such number of new shares as may be required to be issued pursuant to the vesting of Awards under the Grand Banks PSP 2026 (notwithstanding that such issue of shares pursuant to any Awards granted by the Directors whilst this Resolution was in force may occur after the expiration of the authority contained in this Resolution), or to deliver existing shares (whether such existing shares are acquired, pursuant to a share purchase mandate or (to the extent permitted by law) held as treasury shares, or otherwise) pursuant to the Vesting (as defined in the appendix dated 30 September 2026 to the annual report of the Company for the financial year ended 30 June 2026 (the "**Appendix**") of the Awards under the Grand Banks PSP 2026;
- (c) the Directors and each of them be and are/is hereby authorised to perform, complete and do all such acts and things (including approving, amending, modifying, supplementing and executing all such documents and ancillary agreements and making all such amendments thereto as may be required in connection with this Resolution) as they and/or he may consider necessary, desirable or expedient or in the interests of the Company to give effect to this Resolution; and



NOTICE OF ANNUAL GENERAL MEETING

- (d) any acts, matters and things done or performed, and/or documents signed, executed, sealed and/or delivered by a Director in connection with this Resolution be and are hereby approved, confirmed and ratified.

(Resolution 8)

10) **The proposed adoption of the Grand Banks Employee Share Option Scheme 2026**

That:

- (a) the employee share option scheme to be known as the Grand Banks Employee Share Option Scheme 2026 (the "**Grand Banks ESOS 2026**") be and is hereby approved and adopted;
- (b) the Directors be and are hereby authorised:
- (i) to establish and administer the Grand Banks ESOS 2026;
 - (ii) to modify and/or amend the Grand Banks ESOS 2026 from time to time, provided that such modifications and/or amendments are effected in accordance with the Rules of the Grand Banks ESOS 2026 and to do all such acts and to enter into all such transactions, arrangements and agreements as may be necessary or expedient in order to give full effect to the Grand Banks ESOS 2026;
 - (iii) to grant the right to subscribe for new shares pursuant to the Grand Banks ESOS 2026 ("**Options**") in accordance with the Rules of the Grand Banks ESOS 2026 and to allot and issue from time to time such number of new shares as may be required to be issued pursuant to the exercise of Options under the Grand Banks ESOS 2026 (notwithstanding that such issue of shares pursuant to any Options granted by the Directors whilst this Resolution was in force may occur after the expiration of the authority contained in this Resolution), or to deliver existing shares (whether such existing shares are acquired, pursuant to a share purchase mandate or (to the extent permitted by law) held as treasury shares, or otherwise) pursuant to the exercise of Options under the Grand Banks ESOS 2026; and
 - (iv) to perform, complete and do all such acts and things (including approving, amending, modifying, supplementing and executing all such documents and ancillary agreements and making all such amendments thereto as may be required in connection with this Resolution) as they and/or he may consider necessary, desirable or expedient or in the interests of the Company to give effect to this Resolution;
- (c) any acts, matters and things done or performed, and/or documents signed, executed, sealed and/or delivered by a Director in connection with this Resolution be and are hereby approved, confirmed and ratified.

(Resolution 9)



NOTICE OF ANNUAL GENERAL MEETING

11) **The proposed grant of Options at a discount under the Grand Banks ESOS 2026**

That subject to and contingent upon the passing of Ordinary Resolution 9, the Directors be and are hereby authorised to grant Options in accordance with the rules of the Grand Banks ESOS 2026 with exercise prices set at a discount to the Market Price (as defined in the Appendix), provided that such discount does not exceed the relevant limits set by the SGX-ST. **(Resolution 10)**

12) **The proposed participation of Mr. Gerard Lim Ewe Keng in the Grand Banks ESOS 2026**

That subject to and contingent upon the passing of Ordinary Resolutions 9 and 10, the participation of Mr. Lim, an Associate (as defined in the Appendix) of a Controlling Shareholder (as defined in the Appendix), in the Grand Banks ESOS 2026 be and is hereby approved.

(Resolution 11)

13) **The proposed grant of Options under the Grand Banks ESOS 2026 to Mr. Gerard Lim Ewe Keng, an associate of a Controlling Shareholder**

That subject to and contingent upon the passing of Ordinary Resolutions 9, 10 and 11, the proposed offer and grant to Mr. Lim, an Associate of a Controlling Shareholder, of Options pursuant to and in accordance with the Rules of the Grand Banks ESOS 2026 on the following terms, be and is hereby approved, and the Committee be and is hereby authorised to allot and issue shares upon the exercise of such Options:

- (a) Proposed date of grant of Options: Within 90 days after the date of the forthcoming AGM;
- (b) Number of shares comprised in the proposed Options: 200,000 shares (representing approximately 0.11% of the total number of issued Shares excluding treasury shares as at the Latest Practicable Date (as defined in the Appendix));
- (c) Exercise Price per share: Discount to Market Price;
- (d) Discount quantum: 20%; and
- (e) Exercise period: Exercisable at any time after the third (3rd) anniversary of the Date of Grant and up to the fifth (5th) anniversary of the Date of Grant (as defined in the Appendix).

(Resolution 12)



NOTICE OF ANNUAL GENERAL MEETING

14) **The proposed ratification of grant of options in respect of 200,000 shares under the Grand Banks Employee Share Option Scheme 2014 to Mr. Gerard Lim Ewe Keng**

That the grant to Mr. Lim of options under the Grand Banks ESOS 2014 (as defined in the Appendix) in respect of a total of 200,000 Shares (equivalent in value to S\$45,600, and the breakdown of which is set out in Section 8 of the Appendix) be and is hereby approved, confirmed and ratified, and for this purpose:

- (a) the Directors and each of them be and are/is hereby authorised to perform, complete and do all such acts and things (including approving, amending, modifying, supplementing and executing all such documents and ancillary agreements and making all such amendments thereto as may be required in connection with this Resolution) as they and/or he may consider necessary, desirable or expedient or in the interests of the Company to give effect to this Resolution; and
- (b) any acts, matters and things done or performed, and/or documents signed, executed, sealed and/or delivered by a Director in connection with this Resolution be and are hereby approved, confirmed and ratified. **(Resolution 13)**

15) **The proposed adoption of the Share Purchase Mandate**

- (a) That for the purposes of Sections 76C and 76E of the Companies Act, as may be amended or modified from time to time, the exercise by the Directors of all the powers of the Company to purchase or otherwise acquire issued and fully-paid shares not exceeding in aggregate the Prescribed Limit (as hereinafter defined), at such price or prices as may be determined by the Directors from time to time up to the Maximum Price (as hereinafter defined), whether by way of:
 - (i) market purchases (each a **"Market Purchase"**) on the SGX-ST; and/or
 - (ii) off-market purchases (each an **"Off-Market Purchase"**) effected otherwise than on the SGX-ST in accordance with any equal access scheme(s) as may be determined or formulated by the Directors as they consider fit, which scheme(s) shall satisfy all the conditions prescribed by the Companies Act,

and otherwise in accordance with all other laws, regulations and listing rules of the SGX-ST as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the **"Share Purchase Mandate"**);

- (b) unless varied or revoked by the Company in general meeting, the authority conferred on the Directors pursuant to the Share Purchase Mandate in paragraph (a) of this Resolution may be exercised by the Directors at any time and from time to time during the period commencing from the date of the passing of this Resolution and expiring on the earliest of:
 - (i) the date on which the next AGM is held;
 - (ii) the date by which the next AGM is required by law to be held; or



NOTICE OF ANNUAL GENERAL MEETING

(iii) the date on which purchases or acquisitions of Shares pursuant to the Share Purchase Mandate are carried out to the full extent mandated;

(c) in this Resolution:

"Subsidiary Holdings" shall have the meaning ascribed to it in the Listing Manual of the SGX-ST;

"Prescribed Limit" means 5% of the total number of issued Shares of the Company (excluding subsidiary holdings and any Shares which are held as treasury shares) as at the date of the passing of this Resolution; and

"Maximum Price", in relation to a Share to be purchased or acquired, means an amount (excluding brokerage, stamp duties, applicable goods and services tax and other related expenses) not exceeding:

- (i) in the case of a Market Purchase, 105% of the Average Closing Price (as hereinafter defined); and
- (ii) in the case of an Off-Market Purchase, 120% of the Average Closing Price (as hereinafter defined),

where:

"Average Closing Price" means the average of the Closing Market Prices of the Shares over the last five (5) Market Days (as hereinafter defined) on the SGX-ST, on which transactions in the Shares were recorded immediately preceding the day of the Market Purchase or, as the case may be, the date of the making of the offer (as hereinafter defined) pursuant to the Off-Market Purchase, and deemed to be adjusted for any corporate action that occurs during such five (5) Market Day period and the day of the Market Purchase or, as the case may be, the date of the making of the offer pursuant to the Off-Market Purchase;

"Closing Market Price" means the last dealt price for a Share transacted through the SGX-ST's trading system as shown in any publication of the SGX-ST or other sources;

"Date of the Making of the Offer" means the day on which the Company announces its intention to make an offer for the purchase or acquisition of Shares from Shareholders, stating the purchase price (which shall not be more than the Maximum Price calculated on the foregoing basis) for each Share and the relevant terms of the equal access scheme for effecting the Off-Market Purchase;

"Market Day" means a day on which the SGX-ST is open for trading in securities; and

- (d) the Directors be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) as they may consider expedient or necessary to give effect to the transactions contemplated and/or authorised by this Resolution.

(Resolution 14)



NOTICE OF ANNUAL GENERAL MEETING

16) Special Resolution – The proposed adoption of the New Constitution

That:

- (a) the regulations contained in the New Constitution as set out in Annex 3 of the Appendix and submitted to this AGM, be approved and adopted as the constitution of the Company in substitution for, and to the exclusion of, the existing constitution of the Company (the “**Existing Constitution**”); and
- (b) the Directors and each of them be and are/is hereby authorised to perform, complete and do all such acts and things (including approving, amending, modifying, supplementing and executing all such documents and ancillary agreements and making all such amendments thereto as may be required in connection with this Resolution) as they and/or he may consider necessary, desirable or expedient or in the interests of the Company to give effect to this Resolution; and
- (c) any acts, matters and things done or performed, and/or documents signed, executed, sealed and/or delivered by a Director in connection with this Resolution be and are hereby approved, confirmed and ratified. **(Resolution 15)**

[see Explanatory Note (iii)]

BY ORDER OF THE BOARD

Ler Ching Chua
Company Secretary

Singapore
30 September 2026

Explanatory Notes:

(i) Ordinary Resolutions 5 and 6 above, relates to the re-appointment of the following Directors retiring by rotation pursuant to Article 86 of the Company's Constitution and Rule 720(5) of the Listing Manual of the SGX-ST.

- a) Mr. Gerard Lim Ewe Keng will, upon re-appointment as a Non-Independent and Non-Executive Director, remains as a member of the Risk Management and Audit Committee (“**RMAC**”), the Nominating Committee (“**NC**”) and the Remuneration Committee (“**RC**”) of the Company, and will be considered non-independent.

Mr. Gerard Lim Ewe Keng is an associate of Tan Sri Lim Kok Thay, a controlling shareholder of the Company, by virtue of his role as the General Manager of Kien Huat Realty Sdn Bhd, a company ultimately owned by a discretionary trust, the beneficiaries of which include Tan Sri Lim Kok Thay and certain members of his family.

Apart from the above disclosure, there are no relationships including immediate family relationships between Mr. Gerard Lim Ewe Keng and the other Directors, the Company or its other substantial shareholders.

- b) Mr. Mark Jonathon Richards will, upon re-appointment as an Executive Director of the Company, remains as the Chief Executive Officer of the Company and a member of the Strategic Committee (“**SC**”) of the Company.

There are no relationships including immediate family relationships between Mr. Mark Jonathon Richards and the other Directors, the Company or its other substantial shareholders.



NOTICE OF ANNUAL GENERAL MEETING

Additional information on Mr. Gerard Lim Ewe Keng and Mr. Mark Jonathon Richards who are subject to re-election at the AGM under Ordinary Resolutions 5 and 6, as required pursuant to Rule 720(6) of the Listing Manual of the SGX-ST (in the format as set out in the Appendix 7.4.1 of the Listing Manual of the SGX-ST) can be found under "Board of Directors", "Corporate Governance" and "Additional Information on Directors Seeking Re-Appointment at Annual General Meeting on 23 October 2026" sections of the FY2026 Annual Report of the Company.

- (ii) Ordinary Resolution 7 above, if passed, authorises the Directors from the date of the AGM up to the date of the next AGM, or the date by which the next AGM of the Company is required by law to be held or by which this authority is varied or revoked by the Company in a general meeting, whichever is earlier, to issue shares, make or grant instruments convertible into shares and to issue shares pursuant to such instruments, up to a number not exceeding 50% of the issued shares, excluding treasury shares and subsidiary holdings (if any), in the capital of the Company on a *pro-rata* basis to shareholders (of which up to 20% of the issued shares, excluding treasury shares and subsidiary holdings (if any), in the capital of the Company, may be issued on a non *pro-rata* basis to shareholders). For determining the aggregate number of shares that may be issued, the percentage of issued shares, excluding treasury shares and subsidiary holdings (if any), will be calculated based on the total number of issued shares, excluding treasury shares and subsidiary holdings (if any), in the capital of the Company at the time that this resolution is passed, after adjusting for (a) new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which were issued and are outstanding or subsisting at the time that this resolution is passed, and (b) any subsequent bonus issue, consolidation or subdivision of shares.
- (iii) The Special Resolution set out in item 16 of the Special Business above, if passed, will allow for the adoption of the New Constitution in substitution for, and replacement of, the Existing Constitution. The New Constitution contains regulations that take into account wide-ranging changes to the Companies Act introduced by the Companies (Amendment) Act 2014, the Companies (Amendment) Act 2017 as well as the Companies, Business Trusts and Other Bodies (Miscellaneous Amendments) Act 2023 which took effect on 1 July 2023. The New Constitution also takes into account, *inter alia*, relevant legislative amendments and updates to the listing rules of the SGX-ST, which were introduced since the Existing Constitution was adopted. Please refer to the Appendix for more details.

Notes:

1. The Annual General Meeting of the Company ("**AGM**") is being convened and will be held physically. There will be no option for members to participate virtually. Please bring your NRIC/Passport so as to enable the Company to verify your identity.

Printed copies of the Company's FY2026 Annual Report with Appendix together with the Notice of AGM and the Proxy Form, will be sent by post to members.

Copies of the Company's FY2026 Annual Report with Appendix, Notice of AGM and Proxy Form will also be made available to members on the Company's website at the URL <http://grandbanks.listedcompany.com>; and the SGXNet at the URL <https://www.sgx.com/securities/company-announcements>.

2. Each of the resolutions to be put to vote at the AGM (and at any adjournment thereof) is to be voted by way of a poll.
3. A member who is not a Relevant Intermediary is entitled to appoint not more than two (2) proxies to attend and vote on his/her/its behalf at the AGM. Where such member appoints two (2) proxies, the proportion of his/her/its shareholding (expressed as a percentage of the whole) to be represented by each proxy shall be specified in the Proxy Form. If no percentage is specified, the first named proxy shall be deemed to represent 100 per cent of the shareholdings and the second named proxy shall be deemed to be an alternate to the first named proxy.
4. A member who is a Relevant Intermediary is entitled to appoint more than two (2) proxies to attend and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member appoints more than two (2) proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the Proxy Form. In relation to a Relevant Intermediary who wishes to appoint more than two (2) proxies, it should annex to the Proxy Form the list of proxies, setting out, in respect of each proxy, the name, address, NRIC/Passport Number and proportion of shareholding (number of shares, class of shares and percentage) in relation to which the proxy has been appointed. If the relevant information is not specified, the first named proxy shall be deemed to represent 100 per cent of the shareholdings. For the avoidance of doubt, a CPF Agent Bank who intends to appoint Central Provident Fund Investment Scheme investors ("**CPF**") or Supplementary Retirement Scheme ("**SRS**") investors as its proxies shall comply with this Note.

"**Relevant Intermediary**" has the meaning ascribed to it in Section 181 of the Companies Act 1967:

A member may appoint the Chairman of the AGM as his/her/its proxy, but this is not mandatory.

5. CPF and SRS Investors who wish to attend and vote at the AGM or appoint proxy/proxies for the AGM should approach their respective CPF Agent Banks or SRS Operators to submit their votes by **5.00 p.m. on Tuesday, 13 October 2026**, being seven (7) working days prior to the date of the AGM.



NOTICE OF ANNUAL GENERAL MEETING

6. A proxy need not be a member of the Company.
7. The Proxy Form must be signed by the appointor or his/her attorney duly authorised in writing.
8. A member of the Company which is a corporation may authorise by a resolution of its directors or other governing body such people as it thinks fit to act as its representative at the AGM in accordance with its Constitution and Section 179 of the Companies Act. If the appointor is a corporation, the Proxy Form must be executed either under its common seal or under the hand of its duly authorised officer or attorney. A copy of the power of attorney or such other authority must be submitted together with the Proxy Form.
9. The duly completed and executed Proxy Forms appointing proxy(ies) or corporate representative(s) must be submitted in the following manner **no later than 10.00 a.m. on Thursday, 22 October 2026**, being not less than twenty-four (24) hours before the time appointed for the taking of the poll of the AGM pursuant to Article 76 of the Company's Constitution:
 - (a) **if submitted by post**, be deposited at the Registered Office of the Company at 21 Bukit Batok Crescent, #06-74 WCEGA Tower, Singapore 658065; or
 - (b) **if submitted electronically**, be submitted via email to the Company's share registrar at GBYAGM@boardroomlimited.com by enclosing a signed PDF copy of the Proxy Form.

Failing which, the Proxy Form shall be treated as invalid.

10. The Company shall be entitled to reject an instrument appointing a proxy or proxies which is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument (including any related attachment) appointing a proxy or proxies.
11. Completion and return of the Proxy Form shall not preclude a member from attending, speaking and voting at the AGM if he/she so wishes. Any appointment of a proxy or proxies shall be deemed to be revoked if a member attends the AGM in person and, in such event, the Company reserves the right to refuse to admit any person or persons appointed under the relevant instrument of proxy, to the AGM.
12. In the case of a member whose shares are deposited with The Central Depository (Pte) Limited ("**CDP**"), the Company shall be entitled to reject an instrument appointing a proxy or proxies lodged if the member, being the appointor, is not shown to have shares entered against his name in the Depository Register as at seventy-two (72) hours before the time appointed for holding the AGM, as certified by the CDP to the Company.

SUBMISSION OF QUESTIONS PRIOR TO THE ANNUAL GENERAL MEETING

- (a) A member of the Company may submit questions relating to the resolutions to be tabled for approval at the AGM or the Company's businesses and operations **no later than 10.00 a.m. on Wednesday, 14 October 2026** by email to GBYAGM@boardroomlimited.com or by post to the Company's registered office at 21 Bukit Batok Crescent, #06-74 WCEGA Tower, Singapore 658065.
- (b) The Company will upload the responses to the substantial and relevant questions from shareholders on the SGXNET and Company's website **no later than Tuesday, 20 October 2026** (being at least 48 hours before the cut-off for submission of Proxy Form).
- (c) The Company endeavours to address (i) subsequent clarifications sought (ii) follow-up questions or (iii) subsequent substantial and relevant questions which are received after its responses referred to at (b) above, at the AGM itself. Where substantially similar questions are received, the Company will consolidate such questions and consequently not all questions may be individually addressed.

Personal data privacy:

By attending the AGM, submitting questions in advance of the AGM and/or submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (and/or its agents or service providers) for the purpose of the processing, administration and analysis by the Company (and/or its agents or service providers) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (and/or its agents or service providers) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "**Purposes**"), (ii) warrants that all information submitted is true and accurate, and where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (and/or its agents or service providers), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (and/or its agents or service providers) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.



NOTICE OF ANNUAL GENERAL MEETING

NOTICE OF RECORD DATE AND PAYMENT DATE FOR FINAL DIVIDEND

NOTICE IS HEREBY GIVEN that, subject to the approval by the shareholders of the proposed a final one-tier tax exempt dividend of 1.0 Singapore cent per ordinary share in respect of the financial year ended 30 June 2026 ("**Proposed Final Dividend**") at the Company's Annual General Meeting to be held on Friday, 23 October 2026 ("**AGM**"), the Share Transfer Books and Register of Members of the Company will be closed on Friday, 6 November 2026 at 5.00 p.m. ("**Record Date**") for the purpose of determining shareholders' entitlements and preparation of dividend warrants.

Duly completed registrable transfers received by the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd., at 1 Harbourfront Avenue, Keppel Bay Tower #14-07, Singapore 098632 up to the Record Date will be registered to determine shareholders' entitlements to the Proposed Final Dividend. Shareholders whose Securities Accounts with The Central Depository (Pte) Limited are credited with shares as at the Record Date will be entitled to the Proposed Final Dividend.

The Proposed Final Dividend, if approved by the shareholders at the AGM, will be paid on Tuesday, 17 November 2026.

BY ORDER OF THE BOARD

Ler Ching Chua
Company Secretary
30 September 2026



ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-APPOINTMENT AT THE ANNUAL GENERAL MEETING ON 23 OCTOBER 2026

Pursuant to Rule 720(6) of the Listing Manual of the Singapore Exchange Securities Trading Limited (“SGX-ST”), the information as set out in the Appendix 7.4.1 of the Listing Manual of the SGX-ST on **Messrs Mark Jonathon Richards** and **Gerard Lim Ewe Keng** who are seeking re-appointment as Directors at the Company’s forthcoming Annual General Meeting on **23 October 2026**, are set out below:

Name Of Directors	Mark Jonathon Richards <i>Executive Director and Chief Executive Officer</i>	Gerard Lim Ewe Keng <i>Non-Independent and Non-Executive Director</i>
Date of Appointment	01 August 2014	21 February 2013
Date of last re-appointment	24 October 2024	24 October 2024
Age	60	67
Country of principal residence	Australia	Malaysia
The Board’s comments on this re-appointment (including rationale, selection criteria, board diversity considerations, and the search and nomination process)	The NC had recommended to the Board the re-appointment of Mr. Mark Jonathon Richards as Executive Director and Chief Executive Officer after taking into account his expertise, performance and contribution to the Group as well as his attendance and participation at the Board and Board Committees’ meetings. The Board concurred with the NC’s recommendation on Mr. Richards’ re-appointment as a Director of the Company.	The NC had recommended and the Board had approved the re-appointment of Mr. Gerard Lim Ewe Keng as a Non-Independent and Non-Executive Director of the Company after reviewing and taking into account his expertise, attendance and participation at the Board and Board Committees’ meetings, and overall contribution to the effectiveness of the Board as a whole.
Whether re-appointment is executive, and if so, the area of responsibility	Yes Chief Executive Officer	Non-Independent and Non-Executive
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Executive Director and Chief Executive Officer A member of the Strategic Committee.	Non-Independent and Non-Executive Director. A member of the Risk Management and Audit Committee, the Remuneration Committee and the Nominating Committee.
Professional qualifications	Please refer to the “Board of Directors” section on page 9 of the Annual Report.	Please refer to the “Board of Directors” section on page 10 of the Annual Report.



ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-APPOINTMENT AT THE ANNUAL GENERAL MEETING ON 23 OCTOBER 2026

Name Of Directors	Mark Jonathon Richards <i>Executive Director and Chief Executive Officer</i>	Gerard Lim Ewe Keng <i>Non-Independent and Non-Executive Director</i>
Working experience and occupation(s) during the past 10 years	2014 to Present Lot 50 NewBridge Road Pty Ltd – Director Palm Beach Motor Yacht Co Pty Ltd – Managing Director Grand Banks Marine Group, Ltd – Director Grand Banks Yachts Australia Pty Ltd – Director	General Manager of Kien Huat Realty Sdn Berhad since February 2009.
Shareholding interest in the listed issuer and its subsidiaries	12,375,400 ordinary shares in Grand Banks Yachts Limited 2,000,000 Share Options in Grand Banks Yachts Limited	212,000 Ordinary Shares in Grand Banks Yachts Limited
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the issuer or of any of its principal subsidiaries	Nil	Mr. Gerard Lim Ewe Keng is an associate of Tan Sri Lim Kok Thay, a controlling shareholder of the Company, by virtue of his role as the General Manager of Kien Huat Realty Sdn Bhd, a company ultimately owned by a discretionary trust, the beneficiaries of which are Tan Sri Lim Kok Thay and certain members of his family. Apart from the above disclosure, Mr. Gerard Lim has no relationships including immediate family relationships with the Company's existing Directors, existing executive officers, the Company, any of the other substantial shareholders of the Company and any of its principal subsidiaries.



ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-APPOINTMENT AT THE ANNUAL GENERAL MEETING ON 23 OCTOBER 2026

Name Of Directors	Mark Jonathon Richards <i>Executive Director and Chief Executive Officer</i>	Gerard Lim Ewe Keng <i>Non-Independent and Non-Executive Director</i>
Conflict of interest (including any competing business)	Nil	Nil
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes
Other Principal Commitments¹ including Directorships²	Past Directorships (for the last 5 years): Nil Present/Existing Directorship: Lot 50 Newbridge Road Pty Ltd – Director Palm Beach Motor Yacht Co Pty Ltd – Managing Director Grand Banks Marine Group, Ltd. – Director Grand Banks Yachts Australia Pty Ltd – Director Other Principal Commitments: Nil	Past Directorships (for the last 5 years): Nil Present/Existing Directorships: Director – Golden Hope Limited Director – Kien Huat Realty Sdn Bhd Other Principal Commitments: Nil
Disclosures as set out in paragraphs (a) to (k) of the Appendix 7.4. 1	Mr. Mark Jonathon Richards has provided a negative confirmation to each of the paragraphs (a) to (k).	Mr. Gerard Lim Ewe Keng has provided a negative confirmation to each of the paragraphs (a) to (k).

¹ “Principal Commitments” has the same meaning as defined in the 2018 Code of Corporate Governance (i.e. includes all commitments which involve significant time commitment such as full-time occupation, consultancy work, committee work, non-listed company board representations and directorships and involvement in non-profit organisations. Where a director sits on the boards of non-active related corporations, those appointments should not normally be considered principal commitments).

² Not applicable for announcements of appointment pursuant to Rule 704(9) of the Listing Manual of the SGX-ST (i.e. appointment of a person who is a relative of a director or chief executive officer or substantial shareholder of the Company to a managerial position in the Company or any of its principal subsidiaries).



ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-APPOINTMENT AT THE ANNUAL GENERAL MEETING ON 23 OCTOBER 2026

Name Of Directors	Mark Jonathon Richards <i>Executive Director and Chief Executive Officer</i>	Gerard Lim Ewe Keng <i>Non-Independent and Non-Executive Director</i>
(a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him/her or against a partnership of which he/she was a partner at the time when he/she was a partner or at any time within 2 years from the date he/she ceased to be a partner?	No	No
(b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he/she was a director or an equivalent person or a key executive, at the time when he/she was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he/she ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No
(c) Whether there is any unsatisfied judgment against him/her?	No	No



ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-APPOINTMENT AT THE ANNUAL GENERAL MEETING ON 23 OCTOBER 2026

Name Of Directors	Mark Jonathon Richards <i>Executive Director and Chief Executive Officer</i>	Gerard Lim Ewe Keng <i>Non-Independent and Non-Executive Director</i>
(d) Whether he/she has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he/she is aware) for such purpose?	No	No
(e) Whether he/she has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he/she is aware) for such breach?	No	No
(f) Whether at any time during the last 10 years, judgment has been entered against him/her in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his/her part, or he/she has been the subject of any civil proceedings (including any pending civil proceedings of which he/she is aware) involving an allegation of fraud, misrepresentation or dishonesty on his/her part?	No	No



ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-APPOINTMENT AT THE ANNUAL GENERAL MEETING ON 23 OCTOBER 2026

Name Of Directors	Mark Jonathon Richards <i>Executive Director and Chief Executive Officer</i>	Gerard Lim Ewe Keng <i>Non-Independent and Non-Executive Director</i>
(g) Whether he/her has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No
(h) Whether he/she has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No
(i) Whether he/she has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him/her from engaging in any type of business practice or activity?	No	No
(j) Whether he/she has ever, to his/her knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:		
(i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	No	No



ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-APPOINTMENT AT THE ANNUAL GENERAL MEETING ON 23 OCTOBER 2026

Name Of Directors	Mark Jonathon Richards <i>Executive Director and Chief Executive Officer</i>	Gerard Lim Ewe Keng <i>Non-Independent and Non-Executive Director</i>
(ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	No	No
(iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No	No
(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere,	No	No
in connection with any matter occurring or arising during that period when he/she was so concerned with the entity or business trust?		
(k) Whether he/she has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No

GRAND BANKS YACHTS LIMITED

(Incorporated in the Republic of Singapore)
(Company Registration No.: 197601189E)

IMPORTANT

- For investors who have used their CPF/SRS monies to buy shares of Grand Banks Yachts Limited, this Proxy Form is not valid for use and shall be ineffective for all intents and purposes if used or purported to be used by them.
- CPF/SRS Investors who wish to attend and vote at the Meeting (as defined below) or appoint proxy/proxies, should contact their respective CPF Agent Bank/SRS Operators to submit their votes by **5.00 p.m. on Tuesday, 13 October 2026**, being seven (7) working days prior to the date of the Meeting.
- The Meeting will be held physically at Goodwood Park Hotel (Tudor Ballroom – Level 1), 22 Scotts Road, Singapore 228221 on Friday, 23 October 2026 at 10.00 a.m. There will be no option for members to participate virtually.
- By submitting this proxy form, the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 30 September 2026.
- Please read the notes to the Proxy Form.**

PROXY FORM ANNUAL GENERAL MEETING

(Please see notes overleaf before completing this Form)

I/We*, _____
(Name and NRIC/Passport/Company Registration Number(s))

of _____ (Address)
being a member/members* of Grand Banks Yachts Limited (the "Company"), hereby appoint:

Name	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			

and/or (delete as appropriate)

Name	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			

or failing him/her/them*, the Chairman of the Meeting as my/our* proxy/proxies* to vote for me/us* on my/our* behalf at the Annual General Meeting of the Company (the "Meeting") to be held at **Goodwood Park Hotel (Tudor Ballroom – Level 1), 22 Scotts Road, Singapore 228221 on Friday, 23 October 2026 at 10.00 a.m.** and at any adjournment thereof. I/We* direct my/our* proxy/proxies* to vote for or against the resolutions proposed at the Meeting as indicated hereunder. If no specific direction as to voting is given or in the event of any other matter arising at the Meeting and at any adjournment thereof, the proxy/proxies* will vote or abstain from voting at his/her/their* discretion.

		For ⁽¹⁾	Against ⁽¹⁾	Abstain ⁽¹⁾
ORDINARY RESOLUTIONS				
1	To receive and adopt the Directors' Statement and Audited Financial Statements of the Company for the financial year ended 30 June 2026 together with the Auditors' Report thereon.			
2	To declare a final one-tier tax exempt dividend of 1.0 Singapore cent per ordinary share for the financial year ended 30 June 2026 (2025: 1.0 Singapore cent per ordinary share).			
3	To re-appoint KPMG LLP as Auditors of the Company and to authorise the Directors to fix their remuneration.			
4	To approve the payment of Directors' fees of S\$445,000 for the financial year ending 30 June 2027, to be paid quarterly in arrears (2026: S\$445,000).			
5	To re-appoint Mr. Gerard Lim Ewe Keng, who is retiring pursuant to Article 86 of the Constitution of the Company and Rule 702(5) of the Listing Manual of the Singapore Exchange Securities Trading Limited (the "SGX-ST"), as a Non-Independent and Non-Executive Director of the Company.			
6	To re-appoint Mr. Mark Jonathon Richards, who is retiring pursuant to Article 86 of the Constitution of the Company and Rule 702(5) of the SGX-ST, as an Executive Director of the Company.			
7	To approve the proposed renewal of the Share Issue Mandate.			
8	To approve the proposed adoption of the Grand Banks Performance Share Plan 2026.			
9	To approve the proposed adoption of the Grand Banks Employee Share Option Scheme 2026 (the "Grand Banks ESOS 2026").			
10	To approve the proposed grant of options at a discount under the Grand Banks ESOS 2026.			
11	To approve the proposed participation of Mr. Gerard Lim Ewe Keng in the Grand Banks ESOS 2026.			
12	To approve the proposed grant of options under the Grand Banks ESOS 2026 to Mr. Gerard Lim Ewe Keng, an associate of a Controlling Shareholder.			
13	To approve the proposed ratification of the grant of options in respect of 200,000 shares under the Grand Banks Employee Share Option Scheme 2014 to Mr. Gerard Lim Ewe Keng.			
14	To approve the proposed adoption of the Share Purchase Mandate.			



SPECIAL RESOLUTION			
15	To approve the proposed adoption of the New Constitution.		

(1) Voting will be conducted by poll. If you wish to exercise all your votes "For" or "Against" or "Abstain" the relevant resolution, please indicate your vote with a tick (✓) within the relevant boxes provided. Alternatively, if you wish to exercise your votes "For" or "Against" or "Abstain" the relevant resolution, please indicate the number of votes as appropriate in the boxes provided above.

Dated this _____ day of _____, 2026.

Total Number of Shares held in:	Number of Shares
(1) CDP Register	
(2) Register of Members	

Signature(s) of Member(s) or,
Common Seal of Corporate Shareholder(s)

* Delete where inapplicable

IMPORTANT: PLEASE READ THE NOTES TO PROXY FORM BELOW

Notes:

- Printed copies of this Proxy Form **will** be mail to members. This Proxy Form is also available to members on the Company's website at the URL <http://grandbanks.listedcompany.com>, and on the SGXNet at the URL <https://www.sgx.com/securities/company-announcements>.
- Please insert the total number of Shares held by you. If you have Shares entered against your name in the Depository Register (as defined in Section 81SF of the Securities and Futures Act 2001 of Singapore), you should insert that number of Shares. If you have Shares registered in your name in the Register of Members of the Company, you should insert that number of Shares. If you have Shares entered against your name in the Depository Register and Shares registered in your name in the Register of Members, you should insert the aggregate number of Shares entered against your name in the Depository Register and registered in your name in the Register of Members. If no number is inserted, the instrument appointing a proxy or proxies shall be deemed to relate to all the Shares held by you.
- A proxy need not be a member of the Company. A member can appoint the Chairman of the Meeting as his/her/its proxy, but this is not mandatory.
- A member who is not a Relevant Intermediary is entitled to appoint not more than two (2) proxies to attend and vote on his/her/its behalf at the Meeting. Where such member appoints two (2) proxies, the proportion of his/her/its shareholding (expressed as a percentage of the whole) to be represented by each proxy shall be specified in the Proxy Form. If no proportion is specified, the first named proxy shall be deemed to represent 100 per cent of the shareholdings and the second named proxy shall be deemed to be an alternate to the first named proxy.
- A member who is a Relevant Intermediary is entitled to appoint more than two (2) proxies to attend and vote at the Meeting, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member appoints more than two (2) proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the Proxy Form. In relation to a relevant intermediary who wishes to appoint more than two (2) proxies, it should annex to the proxy form the list of proxies, setting out, in respect of each proxy, the name, address, NRIC/Passport Number and proportion of shareholdings (number of shares, class of shares and percentage) in relation to which the proxy has been appointed. If the relevant information is not specified, the first named proxy shall be deemed to represent 100 per cent of the shareholdings. For the avoidance of doubt, a CPF Agent Bank who intends to appoint CPF investors or SRS investors as its proxies shall comply with this note.

"Relevant Intermediary" has the meaning ascribed to it in Section 181 of the Companies Act 1967 of Singapore.

- Completion and return of this Proxy Form shall not preclude a member from attending and voting at the Meeting. Any appointment of a proxy or proxies shall be deemed to be revoked if a member attends the Meeting in person, and in such event, the Company reserves the right to refuse to admit any person or persons appointed under this Proxy Form to the Meeting.
- The Proxy Form must be submitted in the following manner **no later than 10.00 a.m. on Thursday, 22 October 2026**, being not less than **twenty-four (24)** hours before the time appointed for the taking of the poll of the Meeting pursuant to Article 76 of the Company's Constitution:
 - If submitted by post**, be deposited at the Registered Office of the Company at 21 Bukit Batok Crescent, #06-74 WCEGA Tower, Singapore 658065; or
 - If submitted electronically**, be submitted via email to the Company's share registrar at GBYAGM@boardroomlimited.com by enclosing a signed PDF copy of the Proxy Form.
 Failing which, the Proxy Form shall be treated as invalid.
- The Proxy Form must be under the hand of the appointor or of his attorney duly authorised in writing. Where the Proxy Form is executed by a corporation, it must be executed either under its common seal or under the hand of an officer or attorney duly authorised. Where the Proxy Form is signed by an attorney on behalf of the appointor, the letter or power of attorney or a duly certified copy thereof must be lodged with the Proxy Form, failing which the Proxy Form may be treated as invalid.
- A corporation which is a member may authorise by resolution of its directors or other governing body such person as it thinks fit to act as its representative at the Meeting, in accordance with Section 179 of the Companies Act 1967 of Singapore.

PERSONAL DATA PRIVACY:

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 30 September 2026.

General:

The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxies. In addition, in the case of Shares entered in the Depository Register, the Company may reject any instrument appointing a proxy or proxies lodged if the member, being the appointor, is not shown to have Shares entered against his names in the Depository Register as at **72 hours** before the time appointed for holding the Meeting, as certified by The Central Depository (Pte) Limited to the Company.



SUSTAINABILITY REPORT



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SUSTAINABILITY REPORT 2026

ABOUT THIS REPORT

This is the tenth annual Sustainability Report (“Report”) of Grand Banks Yachts Limited (“Grand Banks” or “the Company”). It provides an update on our approach and performance in managing material environmental, social and governance (“ESG”) impacts, risks and opportunities. Together with our FY2026 Annual Report, this Report provides stakeholders with a broader view of our financial and sustainability performance and our approach to creating long-term value.

This Report forms part of the Grand Banks FY2026 Annual Report and is published in accordance with the sustainability reporting requirements of the Singapore Exchange Securities Trading Limited (“SGX-ST”).

Grand Banks is headquartered in Singapore and manufactures luxury yachts under the Grand Banks, Eastbay and Palm Beach brands. Our manufacturing facility is located in Pasir Gudang, Johor, Malaysia, while our operations in the USA, Australia and Europe provide new boat sales, brokerage and customer support services.

Reporting Framework

This Report has been prepared with reference to the GRI Standards 2021, which we use for their international recognition and comprehensive coverage of sustainability impacts. It also complies with SGX-ST Listing Rules 711A and 711B and takes into account the guidance in SGX Practice Note 7.6 Sustainability Reporting Guide.

For climate-related reporting, we continue to structure our disclosures around the four pillars of the Task Force on Climate-related Financial Disclosures (“TCFD”) recommendations – Governance, Strategy, Risk Management, and Metrics and Targets. These pillars are also reflected in the IFRS Sustainability Disclosure Standards.

In line with the SGX climate-reporting requirements, we disclose our Scope 1 and Scope 2 greenhouse gas (“GHG”) emissions. In FY2026, we have also expanded our GHG inventory to include selected Scope 3 emissions categories on a voluntary basis, as part of our efforts to progressively improve the completeness and transparency of our climate-related disclosures.

We apply the Greenhouse Gas Protocol (“GHG Protocol”) for the measurement and reporting of GHG emissions. We also reference the United Nations Sustainable Development Goals (“SDGs”) to illustrate how relevant activities contribute to sustainable development.

We continue to strengthen our climate reporting in preparation for the applicable requirements of IFRS S2 Climate-related Disclosures and the climate-relevant provisions of IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information.

Under the SGX-ST implementation timeline, listed companies that are not constituents of the Straits Times Index (“STI”) and had a market capitalisation below S\$1 billion as of 30 June 2025 are required to apply the broader ISSB-based climate-related disclosure requirements from FY2030, while Scope 1 and Scope 2 GHG emissions are already mandatory from FY2025.



SUSTAINABILITY REPORT 2026

Standards, Frameworks and Guidelines

A summary of standards, frameworks and guidelines used for this include:

- GRI Standards 2021
- SGX-ST Listing Rules 711A and 711B and Practice Note 7.6 Sustainability Reporting Guide
- TCFD Recommendations
- GHG Protocol Corporate Accounting and Reporting Standard
- UN Sustainable Development Goals

Reporting Scope

This Report covers the ESG performance of Grand Banks Yachts Limited for the financial year from 1 July 2025 to 30 June 2026 ("FY2026"). Where appropriate, comparative data for FY2024 and FY2025 is presented to provide context and identify trends.

The reporting scope is consistent with the entities included in the Group's consolidated financial statements. All data is sourced from official Company records and systems to support accuracy, reliability and traceability. Where data is unavailable or incomplete, appropriate explanations and limitations are provided. Monetary values are reported in Singapore dollars ("SGD") unless otherwise stated, and internationally recognised measurement units are used throughout.

Environmental and social performance data covers our Singapore head office, manufacturing facility in Malaysia, and operations in the USA and Australia. Data on non-hazardous and hazardous waste, as well as water consumption, covers our Malaysia facility, as well as USA and Australia operations where the respective environmental impact is relevant.

Our GHG inventory includes Scope 1 and Scope 2 emissions across the applicable reporting boundary. Beginning in FY2026, we also report emissions from selected Scope 3 categories on a voluntary basis. The Scope 3 disclosures represent the categories currently measured by Grand Banks and should not be interpreted as a complete inventory of all Scope 3 emissions.

References to Grand Banks yachts in this Report include the Grand Banks, Eastbay and Palm Beach brands.

Reporting Principles

The preparation of this Report is guided by the eight reporting principles in GRI 1: Foundation 2021: accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability.

Based on our materiality assessment, we report on Grand Banks' material ESG topics by outlining, where relevant, why each topic is material, our policies and management practices, performance during FY2026, and progress against established targets. We also consider relevant risks and opportunities, our operating environment and our longer-term sustainability priorities.



SUSTAINABILITY REPORT 2026

Exclusions

Unless otherwise stated, this Report excludes the ESG performance of vendors and suppliers where Grand Banks does not have operational control over, or access to, their underlying ESG data. However, our primary suppliers complete sustainability self-assessments, and we report aggregated information from these assessments where applicable.

Restatements

There were no material restatements of data from previous years.

Internal Review and Assurance

Grand Banks maintains internal verification processes to support the accuracy and reliability of sustainability information and data.

The Group's sustainability reporting process is subject to internal review in accordance with applicable SGX-ST sustainability reporting requirements. Seeking external assurance for the sustainability information in the future remains under consideration.

Availability

This Report is published as part of the Grand Banks FY2026 Annual Report and will be available for download in PDF format at: <http://grandbanks.listedcompany.com>

Feedback

We welcome feedback to improve the relevance and quality of our sustainability disclosures. Comments or questions may be sent to: csr@gbmarinegroup.com

SUSTAINABILITY REPORT 2026

PERFORMANCE HIGHLIGHTS

ESG PERFORMANCE (FY ended on 30 June) ¹			
KEY PERFORMANCE INDICATORS	FY2024	FY2025	FY2026
ENVIRONMENTAL			
Scope 1 GHG emissions ² (tCO ₂ e)	257	265	218
Scope 2 GHG emissions ² (tCO ₂ e)	2,312	2,176	2,085
Selected Scope 3 GHG emissions ³ (tCO ₂ e)	–	–	3,128
GHG emissions intensity per labour hour ⁴ (kgCO ₂ e)	1.5	1.35	1.23
Electricity consumption (kWh)	4,080,939	3,635,652	4,194,937
Energy intensity per labour hour (MJ)	8.4	9.38	9.81
Water consumption (ML)	40	51	45
Water consumption per labour hour (m ³)	0.02	0.03	0.02
Non-hazardous waste (t)	2,027	1,451	904
Non-hazardous waste per labour hour (kg)	1.2	0.80	0.48
Hazardous waste (t)	97	126	131
SOCIAL			
Employees			
Total number of employees	929	989	1,063
Number of full-time employees	920	983	1,053
Direct employees (Production Workers) ⁵ (%)	81.0	77.2	74.8
New hires	118	145	133
Hiring rate (%)	13.4	15.6	12.0
Female employees (Office functions) (%)	30.2	26.2	28.0
Average training hours per employee (Female)	11.6	12.2	13.1
Average training hours per employee (Male)	8.8	8.9	9.5
Employee turnover rate (%)	11.7	11.1	8.6
Fatal accidents	0	0	0
Suppliers			
Share of local suppliers as % of total purchase value	63.8%	45.8%	55.2%



SUSTAINABILITY REPORT 2026

ESG PERFORMANCE (FY ended on 30 June) ¹			
KEY PERFORMANCE INDICATORS	FY2024	FY2025	FY2026
GOVERNANCE			
Incidents of corruption and bribery	Zero	Zero	Zero
Incidents of non-compliance with product safety requirements	Zero	Zero	Zero
Incidents of personal data security breach	Zero	Zero	Zero
Singapore Governance and Transparency Index Ranking ⁶	199	290	261
FINANCIAL (\$ million)			
Revenue	133.7	162.3	173.2
Net profit after tax	21.4	18.2	13.4
Employee wages and benefits	32.7	37.8	45.7
Dividends paid/declared to shareholders	2.77	2.80	2.80

Notes:

- FY2024:** 1 July 2023 to 30 June 2024; **FY2025:** 1 July 2024 to 30 June 2025; **FY2026:** 1 July 2025 to 30 June 2026.
- Emissions data refers to electricity, diesel and petrol consumption. Scope 1 emissions exclude fugitive emissions, which have been assessed as not material; process emissions are not applicable to Grand Banks' operations. Scope 2 emissions comprise emissions from purchased electricity; Grand Banks does not purchase steam or heat.
- Grand Banks began reporting selected Scope 3 GHG emissions categories on a voluntary basis in FY2026. The figure covers only the categories measured and reported and does not represent a complete Scope 3 GHG emissions inventory.
- GHG emissions intensity includes total Scope 1 and Scope 2 GHG emissions.
- Figures cover operations in Malaysia, the USA and Australia.
- Singapore Governance and Transparency Index rankings are based on the **Singapore Governance and Transparency Index** published by the Centre for Governance and Sustainability, NUS Business School.



SUSTAINABILITY REPORT 2026

KEY HIGHLIGHTS – FY2026

GOVERNANCE Singapore Governance and Transparency Index 2026

Ranked #261

ENVIRONMENT Renewable Electricity

Solar PV system generated electricity equivalent to **34%** of Malaysian facility's electricity requirement.

ENVIRONMENT GHG Emissions

GHG emissions intensity (kgCO₂/labour hour) reduction by **18%** vs FY2024.

Initiated voluntary reporting of selected Scope 3 emissions, beyond own operations.

PEOPLE Health, Safety and Wellbeing

Continued **zero** recorded incidents of high-consequence workplace injuries across facilities.

Continued **zero** fatalities across facilities.

PRODUCT SAFETY Non-compliance

Continued **zero** substantiated incidents of non-compliance with product safety requirements.

ECONOMIC PERFORMANCE Profitability

11th consecutive year of profitability.

Declared **final dividend**.



SUSTAINABILITY REPORT 2026

SUSTAINABILITY GOVERNANCE

At Grand Banks Yachts Limited, sustainability is integrated into our governance structure and overall business strategy. Effective governance enables us to identify and manage material sustainability-related impacts, risks and opportunities, monitor performance against our targets, and support the creation of long-term value for our stakeholders.

Board Oversight

The Board of Directors has ultimate responsibility for sustainability at Grand Banks, including oversight of climate-related risks and opportunities. The Board considers material ESG matters as part of strategic decision-making and business planning and works with senior management to ensure that these matters are appropriately managed.

The Board's responsibilities include determining the material ESG factors relevant to Grand Banks, reviewing and approving sustainability-related policies and targets, monitoring performance against established targets, and reviewing and approving the annual Sustainability Report. Climate-related risks and opportunities are considered as part of the Board's broader oversight of sustainability and risk management.

Risk Management and Audit Committee

The Risk Management and Audit Committee ("RMAC") supports the Board in its oversight of ESG matters and sustainability reporting. The RMAC oversees processes for identifying, assessing and managing relevant ESG risks and considers the adequacy and effectiveness of related internal controls and reporting processes.

The RMAC also supports the Board in ensuring that sustainability disclosures are prepared in accordance with applicable regulatory requirements and reporting frameworks.

Management Responsibility

At management level, the Sustainability Steering Committee ("SSC"), chaired by the Chief Executive Officer, is the central coordinating body for sustainability policy, strategy and reporting.





SUSTAINABILITY REPORT 2026

The SSC is responsible for translating the Board's direction into management actions. Its responsibilities include:

- coordinating the implementation of sustainability policies and initiatives;
- reviewing material ESG impacts, risks and opportunities;
- monitoring sustainability performance and progress against targets;
- reviewing the sustainability reporting context, scope and boundaries;
- prioritising sustainability matters for reporting; and
- coordinating climate-related initiatives and disclosures.

The SSC reports relevant sustainability matters and performance to the Board and RMAC to support their oversight responsibilities.

Sustainability Reporting and Data Governance

A cross-functional Sustainability Reporting Project Team ("RPT"), comprising representatives from relevant departments and functions, supports the SSC in preparing the Sustainability Report.

The RPT is responsible for collecting, validating and consolidating ESG information and data from across the Group. It also supports the maintenance of appropriate documentation and internal controls over sustainability data to enhance its accuracy, consistency and traceability.

Responsibility for implementing sustainability policies and initiatives remains embedded within the relevant functions and business units. This allows sustainability matters to be managed at the operational level while maintaining appropriate management and Board oversight.

Board Sustainability Competence and Evaluation

Grand Banks recognises the importance of maintaining appropriate sustainability knowledge and competencies at Board level. Directors keep abreast of relevant sustainability developments through appropriate training, briefings, industry events, webinars and other learning opportunities. External experts and consultants may also provide briefings on emerging ESG and climate-related developments.

The Board periodically evaluates the effectiveness of its governance and oversight. As part of the annual Board evaluation process overseen by the Nominating Committee ("NC"), directors assess the effectiveness of the Board and its committees. The Board's oversight of material sustainability-related impacts, risks and opportunities is considered as part of this governance review.

For further information on climate-related governance responsibilities, please refer to the Climate-related Disclosures section of this Report. Further information on Board composition, Board committees and the Company's broader governance arrangements is provided in the Corporate Governance Report of this Annual Report.

SUSTAINABILITY REPORT 2026

BOARD STATEMENT

The Board of Directors of Grand Banks Yachts Limited upholds the highest standards of professionalism, accountability, and transparency. We remain firmly committed to ethical business conduct, social responsibility, and environmental stewardship as essential pillars of sustainable growth.

The Board recognises climate change as a critical and accelerating global challenge. In response, we are focused on strengthening Grand Banks' resilience to climate-related risks and supporting the transition to a low-carbon economy. The Board has direct oversight of climate-related risks and opportunities and ensures that these are fully integrated into the Company's long-term strategy, operations, and performance targets.

With support from the SSC, the Board embeds sustainability into the Company's strategic decision-making processes. This includes identifying material ESG factors and ensuring the effective management of associated risks and opportunities. We view sustainability not only as a risk management imperative but also as a driver of innovation, operational excellence, and long-term competitiveness.

The Board also values open and constructive engagement with stakeholders. We actively seek feedback from shareholders, customers, employees, partners, and the broader community to ensure that Grand Banks' business strategy aligns with stakeholder expectations and contributes meaningfully to sustainable development.

SUSTAINABILITY STRATEGY

Our sustainability strategy focuses on managing ESG impacts, risks and opportunities while strengthening the resilience of our business. Sustainability considerations are integrated into our governance, operations, people management, product development and stakeholder engagement. We monitor performance against established targets and review our priorities as our business and operating environment evolve.

Our material ESG topics guide our sustainability priorities, policies and performance targets. We monitor our performance against these targets and periodically review our approach to take into account changes in our business, stakeholder expectations and the operating environment.

Our sustainability strategy is anchored in five strategic pillars: **Governance, Marketplace, People, Environment and Community.**

Governance – Leading by Principles

Strong governance provides the foundation for responsible and sustainable business. We are committed to maintaining high standards of transparency, accountability and ethical conduct across our operations.



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The Board, supported by the Risk Management and Audit Committee (“RMAC”) and the Sustainability Steering Committee (“SSC”), provides oversight of material ESG matters and their integration into our decision-making processes. We continue to strengthen the identification, assessment and management of sustainability-related risks and opportunities, including climate-related risks.

Ethical business conduct is an important part of our governance approach. We maintain a zero-tolerance stance towards corruption and bribery and disclose our performance in sustainability reporting.

We also continue to strengthen our sustainability reporting processes, internal controls and ESG data management as sustainability reporting requirements evolve.

Marketplace – Operating Responsibly

With a heritage of 70 years in luxury cruising, Grand Banks is guided by our core values of **Customer Centricity, Pride in Perfection and the Pioneer Spirit**. We aim to operate responsibly, maintain the trust of our customers and protect the integrity of our brands through quality, safety, innovation and ethical business practices.

Customer health and safety is a material priority. We maintain product quality, testing and safety processes and seek to comply with applicable product safety requirements. Our target is to maintain zero incidents of non-compliance with product safety requirements.

Innovation remains central to our marketplace strategy. We continue to explore improvements in yacht design, construction methods, materials and onboard technologies that can enhance performance, fuel efficiency, safety and the customer experience. We also engage with suppliers on sustainability matters and seek opportunities to strengthen responsible practices across our value chain.

People – Empowering for Performance

Our people are fundamental to the craftsmanship, quality and performance for which Grand Banks is known. We aim to provide an inclusive, respectful and supportive workplace where employees can develop their capabilities and contribute effectively to the long-term success of the business.

Our approach to Talent Management focuses on attracting, developing and retaining talented employees, supporting professional development and fostering engagement. Our goal is to continuously improve employee retention.

Occupational Health and Safety is another material priority, particularly given the nature of our manufacturing activities. We seek to maintain safe and healthy workplaces through appropriate management systems, procedures, training, hazard controls and employee engagement.

Our ambition is to maintain a zero-accident workplace. We recognise that achieving these goals requires sustained attention to prevention, continuous improvement and a strong safety culture across our operations.

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Environment – Protecting the Planet

We are committed to reducing the environmental impact of our operations and products through improved resource efficiency, greater use of renewable energy, responsible waste management and innovation in yacht design and manufacturing.

Our environmental strategy focuses on three material topics: Energy, GHG Emissions and Waste. We have established ongoing performance targets in these areas, we report our performance against these targets.

We continue to improve energy efficiency and increase the use of renewable energy in our operations. The rooftop solar photovoltaic system at our Malaysia manufacturing facility is an important part of this approach and is designed to meet around 40% of the facility's electricity needs.

Environmental considerations are also incorporated into yacht design and construction. We use lighter construction, efficient hull designs, improved propulsion systems, onboard solar power and battery technologies to reduce fuel and energy requirements while maintaining performance, quality and comfort.

In FY2026, we expanded our GHG inventory to include selected Scope 3 emissions categories on a voluntary basis, improving our understanding of emissions beyond our own operations.

Waste reduction and responsible resource use remain important priorities. We continue to focus on material efficiency, reuse and recycling, appropriate management of hazardous and non-hazardous waste, and production improvements that help minimise waste generation.

Community – Contributing Positively

We recognise the importance of maintaining positive relationships with the communities in which we operate. Our approach includes supporting local economies, community giving, employee volunteering and other appropriate initiatives that contribute to community well-being.

We seek to build constructive relationships with local organisations and communities and to direct our support towards initiatives where we can make a meaningful contribution.

Our five strategic pillars aim to integrate sustainability considerations into the way we govern our business, manage our operations, support our people, develop and manufacture our yachts, engage with our business partners and contribute to our communities.

Our performance against the material ESG targets is presented in the relevant sections of this Report.



SUSTAINABILITY REPORT 2026

SUSTAINABILITY POLICIES

Our sustainability policies and procedures translate our sustainability priorities into clear expectations for business conduct, environmental management, product responsibility and workplace practices. They guide day-to-day decision-making and define how relevant ESG matters are managed across our operations.

Governance, Integrity and Transparency

Anti-Corruption and Bribery

We maintain zero tolerance for corruption, bribery and fraud. Our Anti-Corruption Policy prohibits the offering, solicitation or acceptance of bribes, kickbacks and other improper payments by employees, including Board members, in dealings with customers, suppliers and other third parties.

The policy is communicated through employee onboarding and periodic compliance training. Established reporting channels are available for raising suspected misconduct.

Regulatory Compliance

We are committed to complying with applicable laws and regulations in the jurisdictions where we operate. This includes requirements relating to environmental protection, employment, workplace health and safety, product safety and other business activities.

Regulatory developments are monitored and relevant policies, procedures and controls are updated where required.

Sustainability Reporting

Our approach to sustainability reporting is based on accuracy, completeness and transparency. The Board reviews and approves the Sustainability Report, while management is responsible for the integrity of the information reported.

Our reporting processes include materiality assessment, stakeholder engagement, data collection and validation, and appropriate internal controls.

Product and Customer Responsibility

Customer Health and Safety

We are committed to maintaining high standards of product safety throughout yacht design, manufacturing, testing and delivery. Our yachts are designed and manufactured to meet applicable product safety requirements and maritime standards, supported by quality control, testing and inspection processes.

Potential safety concerns are investigated and corrective action is taken where required. Customers are provided with appropriate product documentation and operating guidance to support safe use and maintenance.



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Personal Data Protection

We are committed to protecting personal data from unauthorised access, use or disclosure. Our Personal Data Protection Policy establishes requirements for the responsible collection, use, storage and protection of personal information.

The Data Protection Officer oversees compliance with applicable data protection requirements. The policy is publicly available on our website.

People and Workplace

Talent Management

Our approach to talent management focuses on attracting, developing and retaining employees with the skills required for our operations. Our human resources policies cover recruitment, equal opportunity, employee development, performance management and employee feedback.

We are committed to fair employment practices and to maintaining a workplace where employees are treated with respect and have opportunities to develop their capabilities.

Occupational Health and Safety

We are committed to providing a safe and healthy working environment. Our health and safety policies and procedures address hazard identification and control, training, safe work practices, incident reporting and investigation, and the use of appropriate protective equipment.

Employees are encouraged to report workplace hazards and safety concerns. Preventive and corrective actions are implemented where risks or incidents are identified.

Human Rights

We are committed to respecting internationally recognised human rights principles. Our approach is guided by the Universal Declaration of Human Rights, International Labour Organization conventions and the United Nations Guiding Principles on Business and Human Rights.

We prohibit discrimination, harassment, child labour, forced labour and human trafficking, and respect freedom of association and collective bargaining in accordance with applicable laws.

Employees and other stakeholders may raise concerns through established grievance and whistleblowing channels. Human rights and labour practices are also included in sustainability assessments of key suppliers.



SUSTAINABILITY REPORT 2026

Environmental Responsibility

Clean Energy

Our approach to energy management focuses on improving energy efficiency and increasing the use of renewable energy. We monitor energy consumption and implement measures to improve the efficiency of our facilities and manufacturing processes.

Energy efficiency is also considered in yacht design and construction, including measures that reduce fuel and energy requirements during use.

GHG Emissions

We are committed to reducing GHG emissions through measurement and monitoring, energy efficiency, renewable electricity and improvements in yacht design and performance.

Waste Management

Our waste management approach follows the hierarchy of prevention and reduction, followed by reuse, recycling and responsible disposal.

We monitor significant waste streams and manage waste in accordance with applicable regulatory requirements. We also seek to improve material utilisation and increase reuse and recycling across our manufacturing activities.

STAKEHOLDERS

Stakeholder engagement helps us understand the interests, expectations and concerns of individuals and groups whose interests are affected or could be affected by our activities. We identify our key stakeholder groups based on the nature of their relationship with Grand Banks and the extent to which our activities and business relationships may affect them.

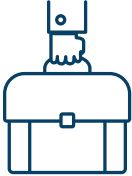
Our key stakeholders include customers, employees, shareholders and investors, suppliers, consultants and contractors, government and regulators, communities and NGOs, industry peers, analysts and the media.

We engage with stakeholders through ongoing business interactions and appropriate formal and informal channels. Stakeholder engagements help us understand stakeholder concerns and expectations, obtain feedback on relevant business and sustainability matters, and inform our assessment of impacts, risks and opportunities. We seek to maintain meaningful engagement through two-way communication, appropriate channels for feedback and concerns, and follow-up by the relevant functions where action is required.



SUSTAINABILITY REPORT 2026

The following table summarises our stakeholder engagement approach.

Stakeholder Groups	Stakeholder Expectations	Engagement Channels	Our Response
Customers 	Quality, value, reliability, safety, efficient delivery, friendly and effective service.	Boat shows, private boat tours, direct marketing, and customer yard visits. Digital marketing with improved digital content and advertising as well as introducing 360-degree virtual tours of our boats.	Incorporating stringent quality and safety features in our boats, efficient production planning, using high quality materials and components, and complying with international quality and safety regulations.
Employees 	Safe working conditions and a culture that promotes employee well-being, respect and recognition, fair employment policies, competitive wages, work-life balance, personal development, and career growth opportunities.	Regular team meetings (virtual or in person), newsletters, internal memos, and Employee Code of Conduct. Annual dinner and other in-person get-togethers. Annual appraisal exercise.	Continuing to implement safe management measures for the health, safety, and well-being of employees, facilitating working from home, adopting fair employment policies and practices, investing in people development, performance recognition and rewards, and open communication with employees.
Shareholders and Investors 	Return on investment, long-term sustainable business growth, regular dividend, financial prudence, effective risk management and good corporate governance.	Annual General Meetings, special visits, briefings, and press releases.	Carefully strategising long-term growth, continuously innovating to lead the market, optimising our resources, managing risks prudently, and ensuring integrity, transparency, and management accountability.



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Stakeholder Groups	Stakeholder Expectations	Engagement Channels	Our Response
Suppliers, Consultants and Contractors 	Regular orders, clearly defined specifications, a fair selection process and ethical conduct, and timely payment.	Trade shows and vendor meetings.	Mandating ethical procurement policies, for example a Supplier Code of Conduct, and processes to ensure fairness in selecting vendors and awarding orders and honouring the terms of purchase agreements.
Government and Regulators 	Compliance with applicable laws and regulations, timely filing of required information and cooperation with law enforcement agencies and officers.	Factory inspections, seminars and filing of mandatory reports, participating in government agencies' surveys.	Adhering to policies and practices that ensure compliance with regulations.
Community and NGOs 	Responsible employment and business operations, support for local community causes.	Community events such as sports events.	Following fair employment policies, minimising the environmental impacts of operations, and supporting local community events.
Industry Peers 	Product and process innovation.	Advertising, website updates, trade shows and industry events. Membership of organisations such as the American Boat & Yacht Council and Boating Industries Alliance Australia.	Investing in product innovation as well as research and development, and new product launches. Sharing knowledge through member associations.
Analysts 	Regular updates on company performance and plans, and access to senior management for interviews.	Annual Reports, Sustainability Reports, briefings, updates via the corporate website and press releases.	Providing appropriate updates and information in a timely manner and as requested.



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Stakeholder Groups	Stakeholder Expectations	Engagement Channels	Our Response
Media 	Regular updates on company affairs, access to information for public interest stories and access to management for comments/interviews.	Press releases and interviews, website updates.	Providing regular press releases, and information and interview opportunities with top management when requested.

Membership Associations

We participate in industry and business associations to keep abreast of relevant developments, engage with industry peers and contribute to sector-related discussions.

Our key memberships include:

- Singapore Business Federation
- Singapore Institute of Directors
- Federation of Malaysian Manufacturers
- Malaysian International Chamber of Commerce and Industry
- American Boat & Yacht Council
- National Marine Manufacturers Association (USA)
- Boating Industries Alliance Australia
- International Yacht Brokers Association

MATERIALITY

Our materiality assessment identifies the sustainability impacts that require the most attention in our reporting and strategy. We consider our actual and potential impacts on the economy, environment and people, including human rights, together with the related risks and opportunities for our business.

The assessment draws on our operating context, business activities and relationships, stakeholder engagement, sustainability and regulatory developments, and relevant industry practices. Our ongoing conversations with employees, customers, suppliers, investors and industry experts also inform the review. In assessing impacts, we consider their scale, scope and likelihood and, for negative impacts, the extent to which they may be difficult to remedy.

Our assessment also considers where impacts occur and our involvement with them. Impacts may arise within our own operations or beyond them through our products, suppliers and other business relationships.



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MATERIALITY PROCESS



FY2026 Materiality Review

During FY2026, we reviewed the material topics reported in FY2025 to assess whether they continue to reflect the significant sustainability impacts, risks and opportunities associated with our business. The review included regulatory landscape, sustainability trends, and peer reporting practices. The review indicated that the existing topics remain relevant for FY2026. The Board approved the material topics and their corresponding targets.

Material Topic	Materiality Description	Management Approach
ENVIRONMENT		
Energy	Energy used in our manufacturing facilities, offices and operations, principally through purchased electricity and fuels.	Improve energy efficiency, increase the use of renewable electricity and incorporate energy efficiency into yacht design and construction.
GHG Emissions	GHG emissions arising from energy use in our operations and relevant activities within our value chain.	Reduce emissions intensity through energy efficiency, renewable electricity and improvements in the energy and fuel efficiency of our yachts.



SUSTAINABILITY REPORT 2026

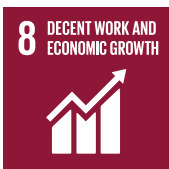
Material Topic	Materiality Description	Management Approach
Waste	Hazardous and non-hazardous waste generated principally through manufacturing activities.	Reduce waste generation, improve material efficiency, and increase reuse and recycling while ensuring responsible disposal.
SOCIAL		
Talent Management	Our ability to attract, develop and retain the skills required for our operations and business development.	Maintain fair employment practices, support employee development and engagement, and implement measures to attract and retain employees.
Occupational Health and Safety	Health and safety risks arising from our operations, particularly manufacturing activities.	Identify and control workplace hazards, provide appropriate training and protective equipment, investigate incidents and implement preventive and corrective measures.
GOVERNANCE		
Anti-Corruption and Bribery	Risks of corruption and bribery arising from business transactions and relationships with stakeholders.	Maintain zero tolerance for corruption and bribery, supported by policies, controls and channels for reporting concerns.
Customer Health and Safety	Health and safety considerations associated with the design, manufacture and use of our yachts.	Apply quality control, testing and inspection processes and comply with applicable product safety requirements.



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Supporting Sustainable Development

We use the SDGs as a reference point for understanding how our sustainability activities relate to broader environmental and social priorities. We have mapped our material topics to selected SDG targets where there is a direct relationship with the activities and impacts addressed in this Report.

ESG Topics	SDG Targets Supported	SDGs
Energy	SDG 7.3: By 2030, double the global rate of improvement in energy efficiency. SDG 9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes.	 
GHG Emissions	SDG 13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	
Waste	SDG 12.2: By 2030, achieve the sustainable management and efficient use of natural resources. SDG 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse. SDG 12.8: By 2030, ensure that people everywhere have relevant information and awareness for sustainable development and lifestyles in harmony with nature.	
Talent Management	SDG 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including young people and persons with disabilities, and equal pay for work of equal value.	
Occupational Health and Safety	SDG 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers and those in precarious employment.	



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ESG Topics	SDG Targets Supported	SDGs
Anti-Corruption and Bribery	SDG 16.5: Substantially reduce corruption and bribery in all their forms.	
	SDG 16.6: Develop effective, accountable and transparent institutions at all levels.	
Customer Health and Safety	SDG 16.3: Promote the rule of law at the national and international levels and ensure equal access to justice for all.	

ENVIRONMENT

Our environmental approach focuses on reducing energy use and GHG emissions, managing waste responsibly and improving the environmental performance of our yachts. These areas are particularly relevant to our manufacturing activities in Malaysia and to the energy consumed during the operation of our yachts.

We manage these impacts through energy-efficiency measures, renewable electricity, waste reduction and recycling, and improvements in materials, construction methods and yacht design. Environmental performance is monitored using intensity-based indicators that reflect changes in production activity and labour hours.

ENVIRONMENTAL TARGETS AND PERFORMANCE				
Performance Indicator	Ongoing Target (Short, Mid and Long Term)	FY2024	FY2025	FY2026
Energy intensity	<11.5 MJ per labour hour	8.4	9.38	9.81
GHG emissions intensity	1.5 kgCO ₂ e per labour hour	1.5	1.35	1.23
Non-hazardous waste intensity	<1.6 kg per labour hour	1.2	0.80	0.48

Energy Management

Energy is consumed principally through purchased electricity and fuels used across our manufacturing and service operations. We manage energy use by monitoring consumption, improving production efficiency and investing in equipment and infrastructure that can reduce electricity and fuel requirements.

Energy-saving measures at our Malaysia manufacturing facility include the use of natural lighting in production areas, LED lighting, energy-efficient machinery and automated equipment, and measures to switch off lighting, equipment and appliances when not in use.

The configuration of covered production areas also helps reduce the need for artificial cooling. Automation, including the use of robotic equipment in mould-making, supports production efficiency while improving precision and reducing material waste.



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In FY2026, electricity consumption was 4.19 million kWh, compared with 3.64 million kWh in FY2025 due to additional factory operation in our Malaysia facility. Energy intensity was 9.81 MJ per labour hour, against our target of less than 11.5 MJ per labour hour.

Renewable Electricity

Our rooftop solar photovoltaic (PV) system at the Malaysia manufacturing facility has a capacity of 1,213 kWp. The system was designed to generate approximately 1.29 million kWh of electricity annually and meet around 40% of the facility's electricity requirements.

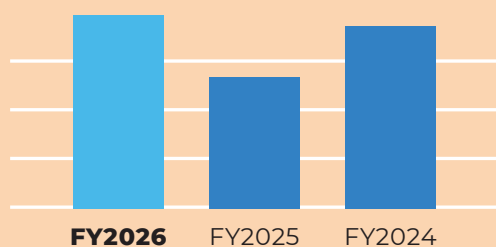
Electricity generated by the system reduces the amount of electricity purchased from the grid, while surplus generation can be exported to the local grid.

In FY2026, the solar PV system generated **1,310 kWh of electricity** representing approximately **34.35%** of electricity consumed at the Malaysia facility.

Energy Consumption

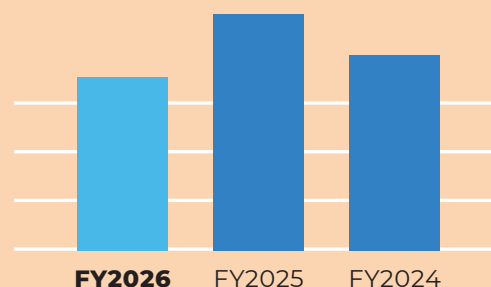
Electricity consumption (kwh)

4,194,937 3,635,652 4,080,939



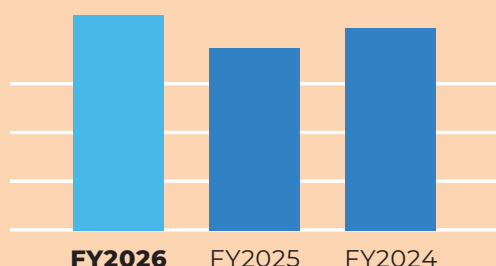
Direct energy – fuel (GJ)

3,229 3,917 3,780



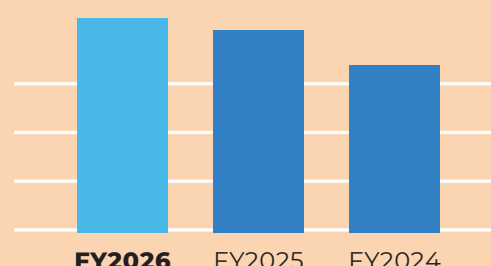
Indirect energy – electricity (GJ)

15,102 13,088 14,691



Energy intensity (MJ/hour)

9.81 9.38 8.4



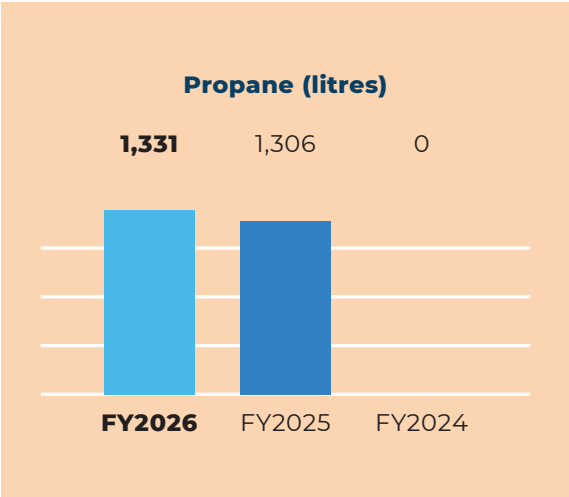
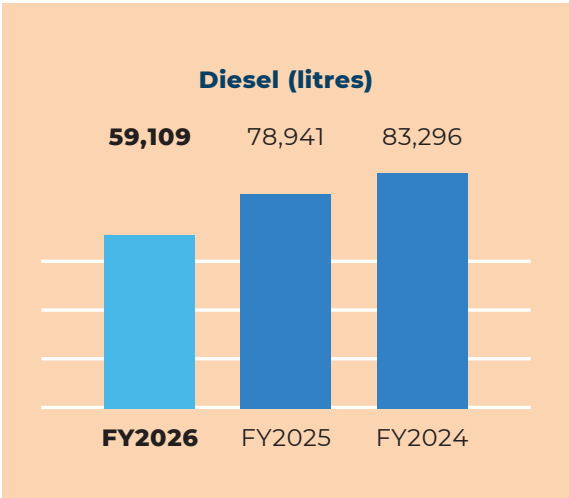
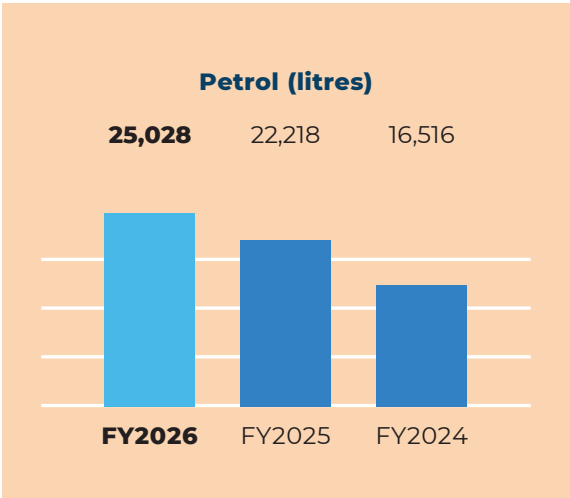


SUSTAINABILITY REPORT 2026

Fuel Use

Fuel is used primarily for yacht testing, sea trials, company vehicles, operation of equipment such as the travel lift, and transportation of completed yachts. We monitor diesel, petrol and other fuel consumption across our operations and seek to reduce use through efficient testing procedures, operational planning and improvements in yacht design.

Fuel Use





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GHG Emissions

Our operational GHG emissions arise mainly from purchased electricity and fuel consumption. We measure Scope 1 and Scope 2 emissions in accordance with the GHG Protocol.

Scope 1 covers direct emissions from fuel combustion in sources owned or controlled by Grand Banks, including company vehicles, yacht testing and sea trials, and equipment used in our operations. Fugitive emissions have been assessed as not material and process emissions are not applicable to our operations. Scope 2 comprises emissions associated with purchased electricity; Grand Banks does not purchase steam or heat.

Purchased electricity remains the largest source of our operational GHG emissions. Increasing the use of solar electricity at our Malaysia facility is therefore an important measure for reducing Scope 2 emissions.

In FY2026, Scope 1 emissions were 218 tCO₂e and Scope 2 emissions were 2,085 tCO₂e. GHG emissions intensity was 1.23 kgCO₂e per labour hour based on the combined Scope 1 and Scope 2 emissions.

See more details about our emissions in the **Climate-Related Disclosures** section of this Report.

Waste Management

Waste management at our manufacturing and service operations focuses on reducing waste generation, improving material utilisation, increasing reuse and recycling, and ensuring that waste requiring disposal is managed appropriately.

Non-hazardous waste includes packaging, rags, paper, plastic, glass, rubber and metal. These materials are recycled where facilities and local requirements allow. Hazardous waste includes resin, paint, non-halogenated organic solvents, used oil and coolant. Hazardous waste is either treated before disposal or collected and managed by licensed waste contractors in accordance with applicable requirements.

Acetone Recovery

Acetone is used to clean equipment involved in the production of fibreglass-reinforced plastic components. At our Malaysia facility, an onsite distillation system enables used acetone to be recovered for reuse and has the potential to recover approximately 55% of the acetone used for this purpose.

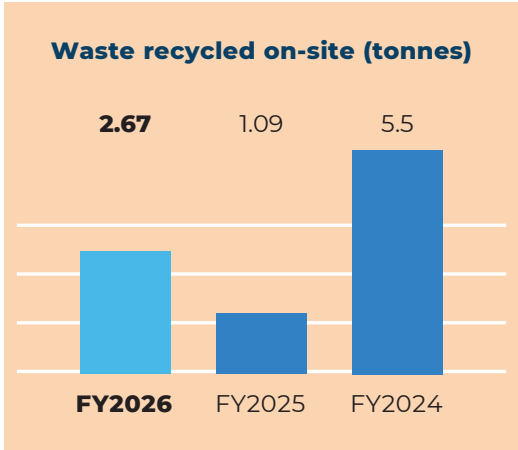
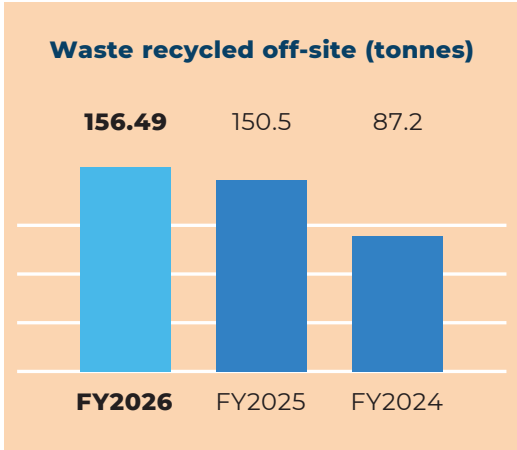
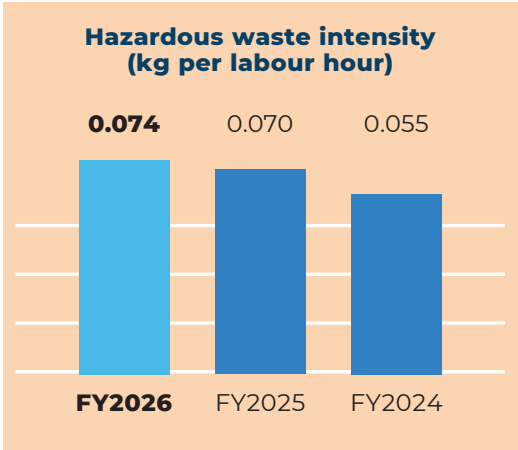
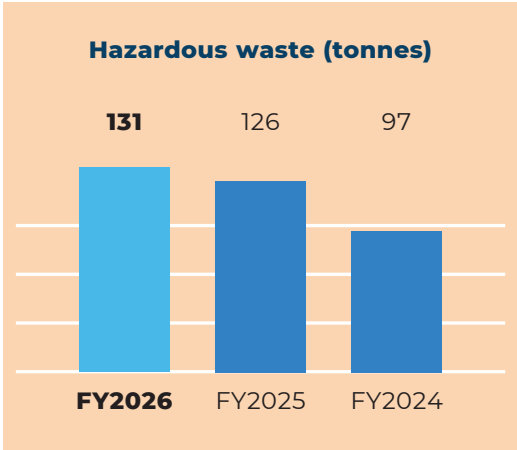
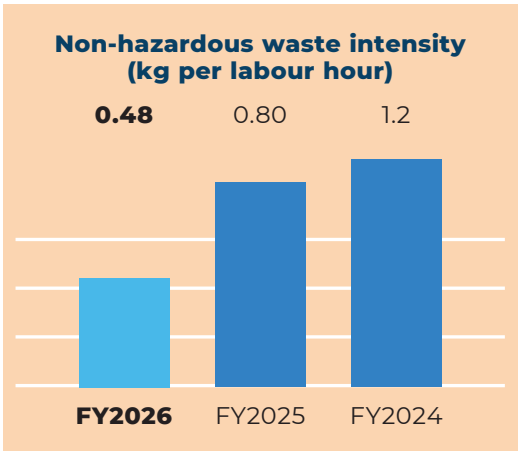
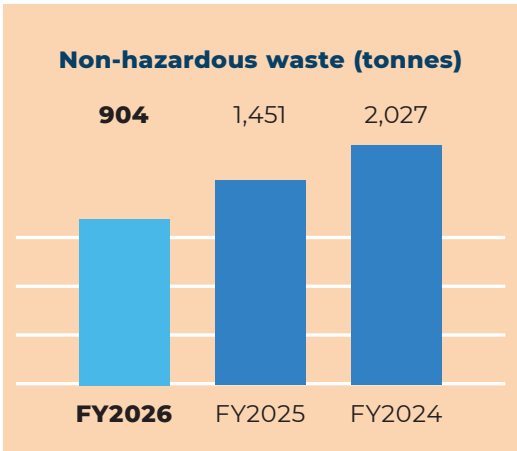


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Polystyrene Recycling

Our expanded polystyrene (EPS) Compactor processes waste polystyrene from mould-making by compressing it into blocks. These blocks are sold to recycling contractors for conversion into polystyrene pellets that can be used in other applications. The process diverts polystyrene waste from disposal and enables the material to be reused.

Waste Performance



Note: Waste data covers our Malaysia facility and operations in the USA and Australia.



SUSTAINABILITY REPORT 2026

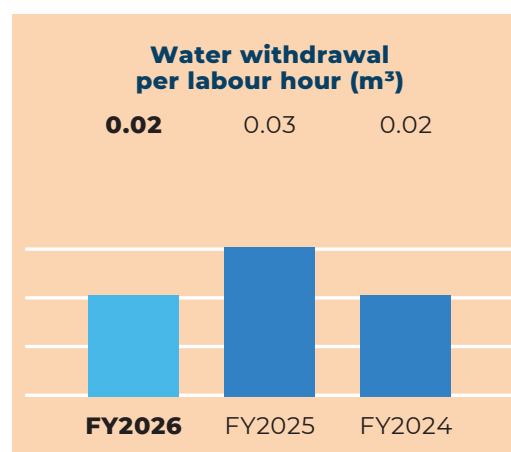
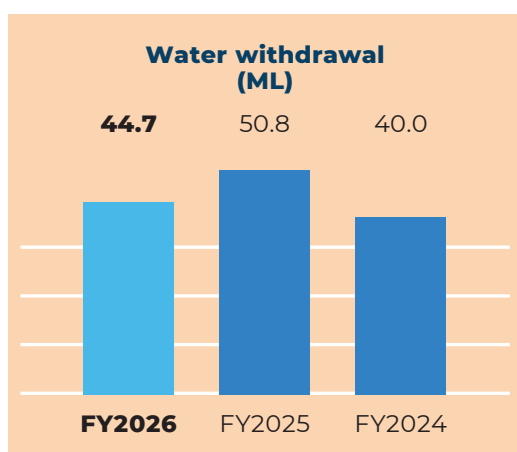
Water Management

Water is used mainly for employee facilities, yacht testing and industrial cleaning. Although total water use is relatively modest in the context of our operations, we monitor consumption and apply measures to reduce unnecessary use.

At the Malaysia manufacturing facility, water in the yacht testing pool is reused instead of being replaced after each test, saving approximately 100 gallons per boat. Wastewater from cleaning activities is treated in accordance with applicable requirements. At our USA operations, runoff from power washing is treated through a filtration system before discharge.

A water-risk assessment conducted using the WWF Risk Filter identified that our Johor manufacturing facility is not located in a water-stressed area. The assessment nevertheless identified flooding as an existing basin-related risk that is expected to persist.

Water Performance



Note: Water data covers our Malaysia facility and operations in the USA and Australia.

Reducing the Environmental Impact of Our Yachts

The environmental performance of our yachts is influenced by vessel weight, hull design, propulsion, onboard energy systems and the materials used in construction. We incorporate these considerations into product development while maintaining requirements for safety, durability and performance.

Materials and Lightweight Construction

We use carbon fibre in place of fibreglass where technically appropriate. Its strength-to-weight characteristics enable lighter construction, which can reduce the fuel required during yacht operation. Synthetic alternatives to natural teak are also used in selected applications, reducing reliance on natural timber and maintenance requirements.



SUSTAINABILITY REPORT 2026

Lithium battery systems are incorporated into relevant yacht models to provide higher energy density and more efficient charging than conventional marine batteries. We also continue to assess alternative materials where they can reduce environmental impacts without compromising durability or performance.

Efficient Hull Design and Construction

Our sandwich-cored hulls use vacuum infusion technology to reduce resin requirements while producing lighter and stronger structures. Lower vessel weight contributes to improved fuel efficiency during operation.

Our proprietary V-WARP® hull design combines lightweight construction with hydrodynamic design to improve speed, stability and fuel efficiency. Based on our design and performance comparisons, V-WARP® technology can reduce fuel consumption by more than 50% compared with similar vessels.

Propulsion and Onboard Energy

We use Pod Drive systems on applicable yacht models in place of conventional Straight Shaft inboard engines. These systems offer lower noise and vibration and can deliver fuel savings of approximately 10%-30%. Our yachts also use new-generation engines and generators designed to meet latest emission standards.

Onboard solar panels and lithium battery systems supplement power requirements on selected yacht models. Solar panels mounted on the hardtop can provide renewable electricity for onboard systems, reducing reliance on onshore power and generators under suitable operating conditions.

Manufacturing Process Improvements

We continue to improve manufacturing processes to reduce material use and waste. Resin infusion techniques are used to reduce resin consumption and control styrene emissions, with benefits for both environmental performance and workplace safety.

Greater standardisation of components across yacht models simplifies production and can improve material efficiency. Our vertically integrated manufacturing approach also enables key components to be produced and assembled at the same facility, reducing inter-site transportation and associated material movement.

CLIMATE-RELATED DISCLOSURES

We assess climate-related risks and opportunities in the context of our operations, supply chain, products and markets. Our disclosures are structured around the four TCFD pillars of **Governance, Strategy, Risk Management, and Metrics and Targets**. This structure is also consistent with the core content approach underlying the IFRS Sustainability Disclosure Standards (IFRS S2 Climate-Related Disclosures).



SUSTAINABILITY REPORT 2026

GOVERNANCE

Board Oversight

The Board has direct oversight of climate-related risks and opportunities. Climate considerations form part of its oversight of business strategy, risk management, operations and performance targets. The Board reviews the Company's approach to significant physical and transition risks and monitors relevant climate-related performance and disclosures.

The RMAC supports the Board in overseeing risk management and internal controls, including those relating to sustainability and climate-related matters. Further information on the respective roles of the Board, RMAC and SSC is provided in the **Sustainability Governance** section of this Report.

Management's Role

Management is responsible for identifying, assessing and managing climate-related risks and opportunities and incorporating relevant considerations into business planning and operations.

The SSC, chaired by the CEO, coordinates sustainability strategy and implementation, including climate-related initiatives. The RPT supports the collection, validation and consolidation of climate and environmental data used for monitoring and reporting.

Management monitors indicators including energy use, GHG emissions, renewable electricity generation and related intensity measures. Scenario analysis is also used to assess how different climate pathways could affect our operations, markets and products.

STRATEGY

Climate change may affect Grand Banks through both physical climate impacts and the transition towards a lower-carbon economy. Our manufacturing operations, waterfront facilities, supply chain and customers may be exposed to extreme weather, flooding, rising temperatures, sea-level rise and changes affecting marine ecosystems. Regulatory developments, technology and changing customer expectations may also affect operating costs, investment requirements and demand for more fuel-efficient yachts.

Our response focuses on areas where we can take practical action. These include improving energy efficiency in our operations, increasing the use of renewable electricity, monitoring operational emissions, improving manufacturing processes and developing yachts with lower fuel and onboard energy requirements.

At our Malaysia manufacturing facility, the 1,213 kWp rooftop solar PV system reduces reliance on purchased grid electricity. In FY2026, the system generated **1,310 kWh of power** representing approximately **34.35%** of the facility's electricity requirement.

Yacht design and construction also form part of our climate response. Measures include lightweight composite construction, efficient hull designs, improved propulsion systems, lithium battery systems and onboard solar technologies. These measures are described further in the **Environment** section of this Report.



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Time Horizons

For the purpose of assessing climate-related risks and opportunities, we use the following time horizons, aligned with our business planning:

Time Horizon	Period
Short term	Less than 3 years
Medium term	3-5 years
Long term	More than 5 years

Climate Scenario Analysis

We use climate scenario analysis to assess how different climate pathways could affect our business and to test the resilience of our approach to climate-related risks and opportunities. Our qualitative analysis considers two scenarios from the Intergovernmental Panel on Climate Change’s Sixth Assessment Report Shared Socioeconomic Pathways:

SSP1-2.6 – Low-Emissions Scenario

This scenario assumes strong international cooperation, rapid technological development and effective climate policies, with warming limited to below 2°C by the end of the century. Transition risks are more pronounced under this scenario as regulation, carbon pricing, technology and market expectations change more rapidly.

SSP3-7.0 – High-Emissions Scenario

This scenario assumes fragmented international cooperation, delayed climate action and continued dependence on fossil fuels, resulting in substantially higher warming. Physical climate risks, including extreme weather, sea-level rise and water-related risks, become more severe under this pathway.

Scenario Analysis Overview		
Scenario	Key Characteristics	Potential Implications for Grand Banks
SSP1-2.6	Strong climate policy and international cooperation; carbon pricing and tighter emissions requirements; faster adoption of low-carbon technologies, renewable energy and lower-impact materials.	Greater exposure to transition risks; increased requirements for energy and emissions management; faster technological change; stronger customer demand for energy-efficient yachts; opportunities arising from renewable energy and fuel-efficient yacht design.



SUSTAINABILITY REPORT 2026

Scenario Analysis Overview		
Scenario	Key Characteristics	Potential Implications for Grand Banks
SSP3-7.0	Fragmented climate action; weaker regulation; continued reliance on fossil fuels; greater exposure to extreme weather, sea-level rise and water-related risks.	Greater risk of disruption to operations and supply chains; increased exposure of coastal and waterfront facilities; higher adaptation, insurance and operating costs; potential effects on marine environments and yachting destinations.

The scenarios indicate different areas of emphasis for our business. Under SSP1-2.6, managing transition risks requires attention to regulatory developments, operational emissions, technology and changing customer expectations. Under SSP3-7.0, greater emphasis is placed on the resilience of facilities and supply chains, employee health and safety, water management and exposure to coastal climate hazards.

The analysis remains qualitative and provides a basis for considering climate resilience in risk management, capital investment and product development and can be refined as relevant data and internal capabilities develop.

RISK MANAGEMENT

Climate-related risks are considered within our broader risk management processes. We assess both physical risks, arising from acute events and longer-term changes in climate, and transition risks, arising from policy, regulation, technology, markets and stakeholder expectations associated with the transition towards a lower-carbon economy.

The RMAC oversees the adequacy of risk management and internal controls, while management monitors relevant exposures and implements appropriate responses. Climate scenario analysis, operating experience, environmental data and developments in regulation, technology and markets inform this process.

Physical climate exposure is particularly relevant to our manufacturing operations and waterfront facilities. We also consider potential effects on suppliers, logistics, employees, customers and marine environments. Transition risks are assessed in relation to potential regulatory costs, changing technologies, product expectations, insurance and reputation.



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Climate-related Risks and Opportunities

Type	Risk/ Opportunity	Time Horizon	Potential Business Effect	Potential Financial Effect	Management Approach
Physical Risk	Extreme weather events	Short, medium and long term	More frequent or severe cyclones, storms and floods could disrupt operations, logistics and supply chains and damage facilities.	Revenue; operating costs	Emergency response and business continuity planning; facility resilience; insurance coverage.
Physical Risk	Sea-level rise	Medium and long term	Coastal facilities, marinas and yachting destinations may face greater exposure to flooding, erosion and infrastructure damage.	Revenue; capital expenditure	Monitor exposure of facilities and key markets and consider resilience and adaptation measures where appropriate.
Physical Risk	Rising temperatures	Short, medium and long term	Higher temperatures may increase employee heat stress, affect working conditions and increase cooling requirements.	Operating costs	Ventilation and cooling measures; energy efficiency; workplace health and safety controls.
Physical Risk	Water availability	Medium and long term	Changes in rainfall and prolonged dry periods could affect water availability and costs.	Operating costs	Water-use monitoring, conservation and reuse; periodic water-risk assessment.



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Type	Risk/ Opportunity	Time Horizon	Potential Business Effect	Potential Financial Effect	Management Approach
Physical Risk	Changes to marine ecosystems	Medium and long term	Ocean warming and acidification could affect marine ecosystems and the attractiveness of some yachting destinations.	Revenue; market; intangible assets	Monitor developments affecting marine environments, destinations and customer preferences.
Transition Risk	Climate policy and regulation	Short and medium term	More stringent climate reporting, emissions, energy-efficiency or carbon-pricing requirements could increase compliance costs.	Operating costs; liabilities	Monitor regulatory developments; maintain emissions data and reporting processes; implement relevant compliance measures.
Transition Risk	Technology shifts	Short, medium and long term	Advances in lower-carbon marine technologies may require investment in new materials, propulsion systems and onboard technologies.	Capital expenditure; R&D expenditure	Continue R&D and evaluate relevant materials, propulsion systems, energy storage and onboard energy technologies.
Transition Risk	Market shifts	Short, medium and long term	Customer preferences may increasingly favour yachts with lower fuel consumption and environmental impacts.	Revenue	Continue improving yacht efficiency through lightweight construction, hull design, propulsion systems and onboard energy technologies.



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Type	Risk/ Opportunity	Time Horizon	Potential Business Effect	Potential Financial Effect	Management Approach
Transition Risk	Reputation	Short and medium term	Perceptions of inadequate environmental performance or climate response could affect stakeholder confidence and brand reputation.	Intangible assets; financing	Maintain transparent sustainability reporting and monitor environmental performance and stakeholder expectations.
Physical/ Transition Risk	Insurance	Short, medium and long term	Climate-related events and changing insurer risk assessments may increase premiums or affect insurance terms for facilities and yachts.	Operating costs	Review insurance coverage and climate exposure as part of facility and operational risk management.
Opportunity	Resource efficiency	Short and medium term	More efficient use of energy and materials can reduce consumption and operating costs.	Operating costs	Improve manufacturing efficiency through equipment upgrades, automation, facility design and energy management.
Opportunity	Renewable energy	Short and medium term	Increased renewable electricity can reduce Scope 2 emissions and reliance on purchased grid electricity.	Operating costs	Operate and monitor the rooftop solar PV system and assess further renewable-energy opportunities where appropriate.

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Type	Risk/ Opportunity	Time Horizon	Potential Business Effect	Potential Financial Effect	Management Approach
Opportunity	Product efficiency and innovation	Short, medium and long term	Demand for more efficient yachts may support products with lower fuel and onboard energy requirements.	Revenue; R&D expenditure	Continue developing lightweight construction, efficient hull designs, propulsion systems, solar power and battery technologies.
Opportunity	Product Retrofit Market	Medium to long term	Demand for retrofitting older yachts with sustainable features may emerge.	Revenue	Develop aftermarket kits or upgrade packages for legacy customers.
Opportunity	Brand Leadership in Sustainability	Medium to long term	Strong ESG leadership enhances brand loyalty and access to green financing.	Intangible Assets, Financing	Maintain robust ESG disclosures; improve third-party ratings; market sustainability achievements



SUSTAINABILITY REPORT 2026

METRICS AND TARGETS

We monitor climate-related performance primarily through energy use, renewable electricity and GHG emissions. Energy intensity and GHG emissions intensity are subject to established performance targets.

Climate-related Performance				
GHG Emissions (tCO ₂ e)	Base Year FY2019	FY2024	FY2025	FY2026
Scope 1	194	257	265	218
Mobile combustion	194	44	59	63
Stationary combustion	0	213	206	155
Scope 2 – purchased electricity (location-based)	1,995	2,312	2,176	2,085
Scope 2 – purchased electricity (market-based)	1,995	2,312	2,176	2,085
Total Scope 1 and Scope 2 emissions	2,190	2,569	2,441	2,303
GHG emissions intensity (kgCO₂e per labour hour)	1.3	1.5	1.35	1.23

- 1) The above emissions data thus covers all energy consumption in our Malaysia facility, the USA, Australia, and the head office in Singapore.
- 2) Scope 1 Emissions: We have determined our fugitive emissions are not material and hence not reported. Process emissions are not applicable to our operations.
- 3) Scope 2 Emissions: Include emissions from purchase electricity. We do not buy steam or heat.
- 4) GHG emissions intensity is based on the total Scope 1 and Scope 2 emissions.

Scope 3 Emissions

In FY2026, we expanded our GHG inventory to include selected Scope 3 emissions categories on a voluntary basis. This provides additional information on emissions occurring outside our own operations while we continue to develop the data and methodologies needed for value-chain emissions reporting.

Selected Scope 3 Category	FY2026 (tCO ₂ e)	% of Total Scope 3 Emissions
Category 3: Fuel- and Energy-related Activities	228.7	7.3%
Category 4: Upstream Transportation and Distribution	2,402.6	76.8%
Category 5: Waste Generated in Operations	5.6	0.2%
Category 6: Business Travel	283.8	9.1%
Business Travel	264.49	
Hotel Accommodation (optional)	19.36	
Category 7: Employee Commuting	207.4	6.6%
Total selected Scope 3 emissions	3,128.1	

Scope 3 emissions cover only the selected categories (as defined in the Corporate Value Chain (Scope 3) Standard) identified for FY2026 and do not represent a complete Scope 3 inventory.

SUSTAINABILITY REPORT 2026

PEOPLE

Our employees provide the technical expertise, craftsmanship and customer support required to design, manufacture, sell and service our yachts. We manage our workforce through policies and practices covering recruitment, development, performance management, employee engagement, well-being, human rights, diversity and workplace safety.

At 30 June 2026, Grand Banks employed a total of 1,063 employees, comprising 1,053 full-time employees, 4 part-time employees and 6 temporary employees. 74.8% of our workforce was employed in production roles. Our employees are based principally in Malaysia, with teams in the USA, Australia and Singapore.

OUR WORKFORCE IN FY2026								
	Singapore		Malaysia		USA		Australia	
Type of Employment	Male	Female	Male	Female	Male	Female	Male	Female
Full-time employees	5	1	839	124	43	15	19	7
Part-time employees	0	2	0	0	0	0	0	2
Permanent employees	5	3	816	122	43	15	19	9
Temporary employees	0	0	1	0	0	0	2	3
Fixed-term contract employees	0	0	23	2	0	0	0	0

Employee Category	FY2024	FY2025	FY2026
Full-time employees	920	983	1,053
Direct production employees	81.0%	77.2%	74.8%

There were no external workers whose work and/or workplace was controlled by Grand Banks at 30 June 2026.

Talent Management

We focus on attracting, developing and retaining employees with the skills required for yacht manufacturing, engineering, sales, customer service and our supporting functions.

Recruitment, compensation, development and performance management are governed by merit-based human resources policies and practices.

Our ongoing target is to maintain annual employee turnover below 20%.



SUSTAINABILITY REPORT 2026

New Hires and Employee Turnover

During FY2026, we hired 133 new employees, representing a hiring rate of 12.0%.

Employee turnover for FY2026 was 8.6%, as against our target of keeping the turnover rate under 20%. A total of 95 employees left the Group during the year.

Hiring and Turnover	FY2024	FY2025	FY2026
New hires	118	145	133
Hiring rate	13.4%	15.6%	12.0%
Employee turnover rate	11.7%	11.1%	8.6%

Turnover Rate by Gender	FY2024	FY2025	FY2026
Male	11.2%	18.9%	8.6%
Female	14.6%	8.2%	8.0%

EMPLOYEE TURNOVER RATE BY COUNTRY									
	FY2024			FY2025			FY2026		
Country	Male	Female	Overall	Male	Female	Overall	Male	Female	Overall
Malaysia	10.0%	11.1%	10.2%	10.6%	8.5%	10.4%	8.3%	6.6%	8.1%
Singapore	0%	0%	0%	0%	0%	0%	0%	0%	0%
USA	35.3%	42.1%	37.1%	17.9%	33.3%	21.6%	21.3%	33.3%	24.2%
Australia	27.8%	26.1%	27.1%	17.4%	28.6%	20.9%	5.4%	5.4%	5.4%

EMPLOYEE TURNOVER RATE BY AGE GROUP			
Age Group	FY2024	FY2025	FY2026
Under 30 years old	23.4%	18.9%	24.1%
30-50 years old	5.9%	8.2%	5.4%
Over 50 years old	7.1%	4.0%	4.4%

TARGET AND PERFORMANCE			
Material Factor	FY2026 Target	FY2026 Performance	Ongoing Target
Employee turnover	Less than 20%	8.6%	Less than 20%

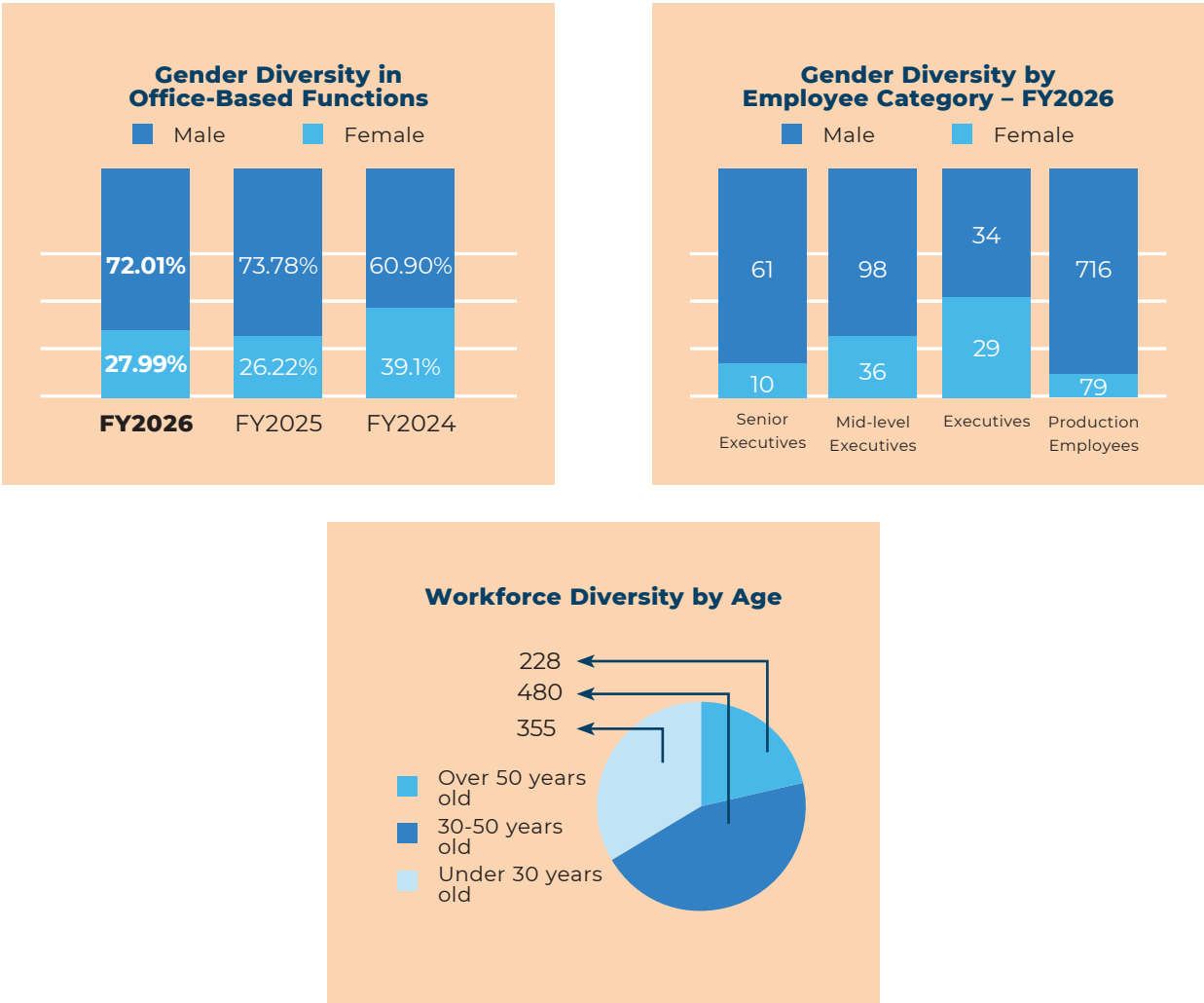
SUSTAINABILITY REPORT 2026

Diversity and Inclusion

Our workforce includes employees from different nationalities, professional backgrounds and age groups across Malaysia, the United States, Australia and Singapore. We apply merit-based employment practices and seek to provide equal opportunities in recruitment, development and career progression.

Yacht manufacturing involves specialised roles in areas such as carpentry, painting, composites, electrical systems, mechanical engineering and other production activities. These functions have historically had a higher proportion of male employees. We continue to provide employment and development opportunities based on the requirements of each role and the suitability of candidates.

At the end of FY2026, women represented 27.99% of employees in office functions.



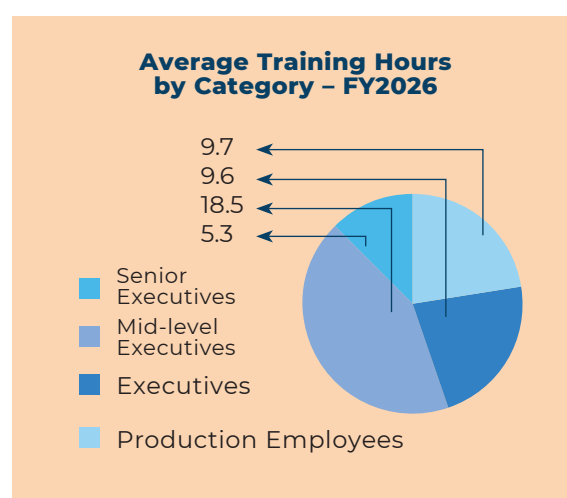
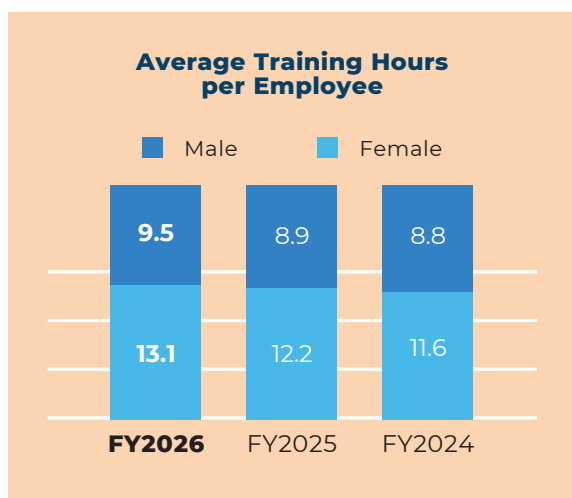


SUSTAINABILITY REPORT 2026

Training and Development

We provide employees with technical, professional and safety-related training through on-the-job learning, mentoring and external programmes. Training supports the skills required for evolving manufacturing processes, yacht technologies, workplace safety and business functions.

In FY2026, employees completed a total of 11,166 hours of training, compared to 8,671 hours in FY2025.



Performance Management

Employees participate in regular performance and development reviews to assess performance, identify development needs and support career progression. The review process is intended to provide a consistent basis for performance feedback and development planning.

In FY2026, 100% of eligible employees in Malaysia completed their performance appraisal.

Employee Engagement

We maintain formal and informal channels for communication between employees and management. These include CEO townhalls, departmental briefings, internal communications, workplace notice boards, team activities and other employee forums.

These channels are used to communicate business developments, provide employees with information relevant to their work and enable feedback and concerns to be raised with management.

Employee Welfare

Employee benefits include medical coverage, insurance and leave entitlements, including annual, medical and parental leave. Attendance, housing and transport allowances are also provided to eligible employees, and certain benefits may extend to family members.

Employee activities include sports and recreational events, festive celebrations, welcome meals and the annual dinner. In Malaysia, quarterly rice distributions are also provided to employees.



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Long Service Awards

We recognise employees who reach defined service milestones through our annual Long Service Awards. The Long Service Awards continue to play an important role in strengthening employee engagement and reinforcing our culture of recognition.

On average, employees at our production facilities remain with us for 8.1 years, reflecting our supportive work environment and long-term career prospects. Our longest-serving employee has been with us for an extraordinary 57 years.

We are proud to present the following awards for FY2026:

- 5th Year: 20 employees
- 10th Year: 23 employees
- 15th Year: 15 employees
- 20th Year: 6 employees
- 25th Year: 16 employees
- 30th Year: 11 employees
- 35th Year: 1 employee

Occupational Health and Safety

The nature of yacht manufacturing involves exposure to mechanical, chemical, ergonomic, noise, dust and other workplace hazards. We manage these risks through our health and safety management system, risk assessments, engineering and administrative controls, training, Personal Protective Equipment (PPE), emergency preparedness and incident investigation.

Health and Safety Management System

Our health and safety management system is aligned with applicable national legislation and recognised international practices. It is designed to cover employees and external workers operating under Grand Banks' control across our operations.

The system includes procedures for hazard identification, risk assessment, incident reporting and emergency response. Its effectiveness is reviewed through safety inspections, audits, incident investigations and feedback from employees.

Worker Participation

The Health and Safety Committee comprises management and employee representatives and meets regularly to review performance, discuss workplace risks and consider measures to improve safety.

Employees may raise health and safety concerns through their supervisors, management representatives and the Committee. Safety issues identified through inspections, employee feedback or incident investigations are reviewed and corrective actions are implemented where required.



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Hazard Identification and Controls

Workplace risk assessments cover hazards associated with chemicals, machinery, noise, dust, ergonomics, electrical systems, slips and falls, and fire.

Atmospheric monitoring is used in relevant manufacturing areas to assess exposure to solvents, paints and other airborne substances. Machinery is fitted with safety guards, and Lock-Out-Tag-Out procedures are applied when machinery is serviced or maintained. Dust extraction systems are used on sanding machines and other power tools to control airborne contaminants.

Appropriate PPE, including respiratory protection, safety shoes, helmets and goggles, is provided based on job requirements. Health and safety training covers safe work practices, PPE use, equipment safety and emergency response. Fire drills and evacuation exercises are conducted periodically.

The Malaysia facility is equipped with a first aid room and a full-time qualified medical assistant, supported by trained first aiders and a fire safety team.

Incident Reporting and Investigation

Employees and managers are required to report workplace injuries and incidents. Reported incidents are investigated to identify root causes and determine corrective and preventive actions.

Health and Safety Performance – FY2026			
Performance Indicator	FY2024	FY2025	FY2026
Work-related fatalities	0	0	0
Rate of work-related fatalities	0	0	0
High-consequence work-related injuries	0	0	0
Rate of high-consequence work-related injuries	0	0	0
Recordable work-related injuries	17	13	31
Rate of recordable work-related injuries	9.7	7.2	16.6
Hours worked	1,754,694	1,811,962	1,868,965

Notes: Data covers our operations in Malaysia, USA, and Australia. The rates have been calculated based on 1,000,000 hours worked. High-consequence work-related injury refers to those incidents that results in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months. Recordable work-related injury refers to death, days away from work, restricted work or transfer to another job, medical treatment beyond first aid, or loss of consciousness, or significant injury diagnosed by a licensed healthcare professional. We did not employ workers who are not our employees in the reporting period.

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TARGETS AND PERFORMANCE			
Material Factor	FY2026 Target	FY2026 Performance	Ongoing Target
Occupational Health & Safety	Maintain zero fatality across the organisation	Zero fatalities	Maintain zero fatality across the organisation
	Maintain zero occupational disease across the organisation	Zero high-consequence work-related injuries	Maintain zero high-consequence work-related injuries
	Maintain a Zero Accident Frequency Rate ("AFR") in our factories	31 recordable work-related injuries in our factories	Maintain zero recordable work-related injuries

Human Rights

We respect internationally recognised human rights and prohibit child labour, forced labour, harassment and discrimination. Employees may exercise their rights to freedom of association and collective bargaining in accordance with applicable laws.

Confidential grievance channels are available to employees and suppliers for raising concerns. Human rights and labour practices are also included in sustainability assessments of key suppliers.

In FY2026, no confirmed incidents of human rights violations or discrimination were reported.



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MARKETPLACE

Our marketplace approach focuses on product quality and safety, responsible procurement, customer service and continuous improvement in yacht design and manufacturing. We work with customers and suppliers throughout the yacht lifecycle, from sourcing and production to delivery, servicing, maintenance and resale.

Powering for Sustainability

Grand Banks continues to invest in and adopt the latest technologies available to improve energy efficiency and reduce the environmental impact of our yachts.

While fundamental technologies have not changed significantly over the past year, we continue to incorporate advancements in lithium battery technology, higher-efficiency solar panels, inverter systems and energy management. As these technologies evolve, improvements in capacity, efficiency and system integration allow our yachts to operate onboard systems for longer periods with reduced reliance on generators and fossil fuels.

Our focus remains on integrating proven new technologies where they provide meaningful benefits to our owners. Continued improvements in battery storage, solar generation and intelligent power management not only reduce energy consumption and emissions but also improve the onboard experience through quieter operation and extended periods at anchor without generator use.

Grand Banks will continue to evaluate and adopt emerging technologies as they become commercially viable, ensuring our yachts remain at the forefront of efficiency, sustainability and onboard comfort.

Product Innovation

We continue to invest in design, engineering, materials and manufacturing technologies that improve yacht performance, reliability and operating efficiency.

The development of larger yacht models has been supported by the expanded Composite Manufacturing Facility in Malaysia and the use of advanced robotic manufacturing. The facility provides greater control over design, production and testing as well as enables larger and more complex components to be produced with improved precision.

Environmental aspects of product design, including lightweight construction, hull efficiency, propulsion systems, onboard solar power and battery technologies, are addressed in the **Environment** section of this Report.

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Product Quality

Quality controls are applied throughout yacht design, engineering, manufacturing, testing and delivery. Our manufacturing processes combine established boat-building skills with advanced materials, digital design and automated production technologies.

Robotic CNC systems are used to manufacture large and complex components with greater precision and consistency. The 8-axis CNC technology used at our Malaysia facility was previously recognised with the Innovation in a Production Process award at the Boat Builder Awards.

Our yachts are built to applicable market and product requirements. Most models have certifications including the Conformité Européenne (CE) Mark and National Marine Manufacturers Association (NMMA) Certification. The CE Mark demonstrates conformity with applicable European Union health, safety, and environmental directives, while NMMA Certification is based on relevant federal regulations in the USA and marine industry best practices.

Customer Health and Safety

Safety considerations are incorporated throughout yacht design, production, testing and delivery. Each vessel undergoes quality control, functional testing and safety assessments before delivery to the customer.

Our target is zero incidents of non-compliance with product safety requirements.

Customer Health and Safety	FY2024	FY2025	FY2026
Incidents of non-compliance with product safety requirements	0	0	0

Customer Service and Support

Our customer support extends beyond yacht delivery to servicing, maintenance, upgrades and repairs. Regular maintenance helps preserve yacht performance, reliability and safety over its operating life.

Our waterfront and service facilities in the USA, Australia and Europe support customers in key markets. In the USA, our network includes facilities in Stuart, Florida; San Diego and Newport Beach in California; and Newport, Rhode Island. The Newport facility expands our ability to provide berthing, servicing and other customer support in the Northeastern USA. In Australia, our facilities are in Newport, New South Wales and Coomera, Queensland. In Europe, our facilities are in Sanremo, Italy and Heeg, Netherlands.

We also maintain access to authorised or preferred service providers to support customers in other markets.



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Customer Engagement

We engage customers through direct interactions, boat shows, owner events, digital channels and service relationships. Feedback from these engagements provides insight into product preferences, ownership experience and service requirements.

Owners' Rendezvous events provide opportunities for yacht owners and the Grand Banks team to interact in an informal setting. International boat shows also provide direct engagement with existing and prospective customers and enable us to present new models and technologies.

Yacht Resale and Trade-In Services

Through Grand Banks Yacht Sales, we assist customers seeking to sell or trade in pre-owned yachts. The service supports valuation and resale while providing customers with an option to move to another model or commission a new yacht.

Resale and trade-in can extend the useful life of existing yachts by facilitating continued ownership and use rather than premature disposal.

Supply Chain

Our supply chain provides the materials, components, equipment and services required to manufacture and support our yachts. Key purchases include engines and drive systems, electrical and plumbing components, appliances, resins, fibreglass and foam materials, timber products, upholstery, paints, solvents, machinery and other production inputs.

Close engagement with suppliers helps us manage product quality, availability and delivery requirements and identify potential supply disruptions. We also use supplier engagement to understand environmental, labour, health and safety, ethics and governance practices within our supply chain.

Sustainable Procurement

Our procurement approach is based on merit, ethics, quality, reliability and value. Supplier selection considers commercial requirements such as cost, quality and delivery, together with relevant sustainability expectations.

Key suppliers are engaged through our Supplier Sustainability Self-Assessment, which covers environmental management, labour and human rights, occupational health and safety, business ethics, risk management and sustainability reporting. The assessment provides a structured basis for discussing areas where supplier practices can be strengthened.

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Supplier Sustainability Performance

Each year, we conduct a Supplier Sustainability Self-Assessment with key suppliers to evaluate their ESG practices. The results inform our supplier engagement and continuous improvement efforts.

Highlights from our FY2026 supplier assessment are summarised in the charts below.

SUPPLIER ENVIRONMENTAL ASSESSMENT			
Performance Indicator	FY2024	FY2025	FY2026
Environmental Policy	71%	68%	80%
ISO 14001 Certified	48%	44%	47%
Monitors Energy Consumption	81%	80%	93%
Monitors Carbon Emissions	40%	24%	53%
Product Carbon Footprint data available	–	–	27%
Uses Renewable Electricity	33%	48%	67%
Monitors Water Use	90%	80%	73%
Monitors Waste	90%	88%	80%
Waste Recycling Programme	76%	76%	87%

SUPPLIER SOCIAL ASSESSMENT			
Performance Indicator	FY2024	FY2025	FY2026
Non-discrimination Policy	95%	88%	100%
Child Labour Policy	68%	80%	80%
Forced Labour Policy	68%	80%	80%
Freedom of Association Policy	68%	64%	87%
Occupational H&S Policy	100%	92%	100%
Monitors H&S Performance	90%	80%	100%
ISO 45001 Certified	38%	52%	35%
CSR Programmes	62%	56%	60%



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SUPPLIER GOVERNANCE ASSESSMENT			
Performance Indicator	FY2024	FY2025	FY2026
Employee Code Conduct	100%	88%	100%
Risk Management Policy	81%	88%	100%
Business Continuity Management	95%	88%	73%
Anti-corruption Policy	86%	88%	87%
Annual Sustainability Report	43%	44%	60%

The assessment results help us identify areas for follow-up with suppliers and track changes in supplier practices over time.

Business Conduct and Compliance

Our Anti-Corruption Policy and regulatory compliance approach are described in the **Sustainability Policies** section. We monitor performance against our ongoing commitment to ethical conduct and compliance with applicable laws.

TARGET AND PERFORMANCE			
Material Factor	FY2026 Target	FY2026 Performance	Our Ongoing Target
Anti-Corruption	Zero incidents of corruption	No substantiated incidents of corruption	Zero incidents of corruption
Regulatory Compliance	Maintain zero non-compliance	No substantiated incidents of non-compliance	Maintain zero non-compliance

COMMUNITY

We support the communities in which we operate through local employment, engagement with community organisations, charitable contributions and employee participation in community activities. Our principal community relationships are in Malaysia, where our manufacturing facility and the majority of our employees are located.

Supporting the Local Economy

Our Malaysia manufacturing facility provides employment across a range of production, technical and professional roles. In addition to employment, our operations contribute to the development of specialised skills in yacht construction, engineering and related manufacturing activities.

In FY2026, we contributed S\$2.6 million to statutory employee welfare, pension and retirement funds, compared with S\$2.1 million in FY2025 and S\$1.8 million in FY2024.



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We also source from local suppliers where commercially and operationally appropriate. Local suppliers accounted for 55.2% of procurement spend in FY2026. Further information on our supply chain and sustainable procurement approach is provided in the **Marketplace** section.

Community Support

We support community organisations and local initiatives through cash and in-kind contributions. Our community support may include social welfare, education, community activities and assistance to local organisations.

During FY2026, Grand Banks supported a range of community-based organisations and initiatives through cash and in-kind donations. In FY2026, beneficiaries included:

- Persatuan Pegawai Kastam Marin Malaysia
- Persatuan Pesara Polis Negeri Johor
- Persatuan Kebajikan dan Sukan Kakitangan Perhutanan
- Mouth & Foot Painting Artists
- Pertubuhan Orang Cacat

Employee Participation

Employees are encouraged to participate in appropriate community and charitable activities. During FY2026, employees participated in the following:

- Sports and recreational events
- Festive celebrations (e.g. Hari Raya, Chinese New Year, Deepavali, Christmas)
- Welcome meals for new hires
- Annual dinner
- Family day

We will continue to focus our community activities on the locations where we operate and on initiatives relevant to local needs and our relationship with those communities.



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GRI CONTENT INDEX

Statement of Use	Grand Banks Yachts Limited has reported with reference to the GRI Standards for the period 1 July 2025 to 30 June 2026.
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable as a GRI sector standard is not available for our industry

GRI Standard	Disclosure	Page Number(s)
GRI 2: GENERAL DISCLOSURES 2021		
Organisational Details and Reporting Practices		
GRI 2-1	Organisational details	Inside Front Cover
GRI 2-2	Entities included in the organisation's sustainability reporting	167-168
GRI 2-3	Reporting period, frequency and contact point	168-169
GRI 2-4	Restatements of information	169
GRI 2-5	External assurance	169
Activities and Workers		
GRI 2-6	Activities, value chain and other business relationships	https://www.grandbanks.com/
GRI 2-7	Employees	170-172, 176-181, 185-186, 202-208
GRI 2-8	Workers who are not employees	202
Governance		
GRI 2-9	Governance structure and composition	58-60, 173-176
GRI 2-10	Nomination and selection of the highest governance body	27-32, 173-175
GRI 2-11	Chair of the highest governance body	8, 58, 173
GRI 2-12	Role of the highest governance body in overseeing the management of impacts	173-180, 194
GRI 2-13	Delegation of responsibility for managing impacts	173-180, 194
GRI 2-14	Role of the highest governance body in sustainability reporting	19, 170-175, 206-208



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GRI Standard	Disclosure	Page Number(s)
GRI 2-15	Conflicts of interest	15
GRI 2-16	Communication of critical concerns	16-19, 47-50, 57
GRI 2-17	Collective knowledge of the highest governance body	8-14, 59-60, 173, 175, 194
GRI 2-18	Evaluation of the performance of the highest governance body	33-34, 174, 175, 194
GRI 2-19	Remuneration policies	34-40
GRI 2-20	Process to determine remuneration	34-40
GRI 2-21	Annual total compensation ratio	Not reported due to confidentiality constraints.
Strategies, Policies and Practices		
GRI 2-22	Statement on sustainable development strategy	2-5, 175-178
GRI 2-23	Policy commitments	178-180
GRI 2-24	Embedding policy commitments	178-180
GRI 2-25	Processes to remediate negative impacts	178-180
GRI 2-26	Mechanisms for seeking advice and raising concerns	48, 53-55, 58, 208
GRI 2-27	Compliance with laws and regulations	15-21, 168, 171, 178, 210, 213
GRI 2-28	Membership associations	183
Stakeholder engagement		
GRI 2-29	Approach to stakeholder engagement	180-183, 50-56
GRI 2-30	Collective bargaining agreements	179, 208
Material Topics		
GRI 3-1	Process to determine material topics	183-185
GRI 3-2	List of material topics	184-185
ECONOMIC TOPICS		
Procurement Practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	170, 177, 184-185, 211, 212
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	170, 212-214



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GRI Standard	Disclosure	Page Number(s)
ENVIRONMENTAL TOPICS		
Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	170, 172, 180, 184
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	170, 184, 186-189
	302-3 Energy intensity	170, 187-188
Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	172-180, 184
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	168, 170-190, 201
	305-2 Energy indirect (Scope 2) GHG emissions	168, 170, 190, 201
	305-3 Other indirect (Scope 3) GHG emissions	168, 170, 177, 184, 190, 201
	305-4 GHG emission intensity	170, 187, 190, 201
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	172, 180, 185-187, 190, 191
Management Approach Disclosures 2020	306-1 Waste generation and significant waste-related impacts	177, 182-185, 190-191
	306-2 Management of significant waste-related impacts	177, 190-191, 192
GRI 306: Waste 2020	306-3 Waste generated	170, 190-192
SOCIAL TOPICS		
Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	172, 176, 178, 179, 181, 185, 186, 202
GRI 401: Employment 2016	401-1 New Employee hires and employee turnover	170, 203-204



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GRI Standard	Disclosure	Page Number(s)
Employee Training		
GRI 3: Material Topics 2021	3-3 Management of material topics	170, 179, 180, 185, 205
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	170, 205
Non-Discrimination		
GRI 3: Material Topics 2021	3-3 Management of material topics	179, 180, 212
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	179, 208
Occupational Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	172, 176, 178-179, 185, 186
Management Approach Disclosures 2018	403-1 Occupational health and safety management system	206
	403-2 Hazard identification, risk assessment, and incident investigation	207
	403-3 Occupational health services	206, 208
	403-4 Worker participation, consultation, and communication on occupational health and safety	179, 206-208
	403-5 Worker training on occupational health and safety	179
	403-6 Promotion of worker health	179, 206-207
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	179, 206-207
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	206-207
	403-9 Work-related injuries	170, 207-208



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GRI Standard	Disclosure	Page Number(s)
GOVERNANCE		
Customer Health and Safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	176, 178, 185, 187, 210
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	210
Anti-Corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	48, 176, 178, 185, 187, 213
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	171, 213

TCFD DISCLOSURES

The following table indicates our progress toward TCFD-recommended reporting.

Code	TCFD Recommendations	Page Number(s)
GOVERNANCE		
TCFD 1(a)	Describe the board's oversight of climate-related risks and opportunities.	167, 173, 193-194
TCFD 1(b)	Describe management's role in assessing and managing climate-related risks and opportunities.	173-174, 194
STRATEGY		
TCFD 2(a)	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	194-200
TCFD 2(b)	Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	194-200
TCFD 2(c)	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	194-200

SUSTAINABILITY REPORT 2026

Code	TCFD Recommendations	Page Number(s)
RISK MANAGEMENT		
TCFD 3(a)	Describe the organisation's processes for identifying and assessing climate-related risks.	40-42, 82, 83, 173, 194-199
TCFD 3(b)	Describe the organisation's processes for managing climate-related risks.	40-42, 173, 195-199
TCFD 3(c)	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	40-42, 173, 195
METRICS AND TARGETS		
TCFD 4(a)	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	170, 190, 201
TCFD 4(b)	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	170, 190, 201
TCFD 4(c)	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	187, 201

GRAND BANKS YACHTS LIMITED

BOARD OF DIRECTORS

CHAIRMAN

Basil Chan

EXECUTIVE

Mark Jonathon Richards

NON-INDEPENDENT NON-EXECUTIVE

Basil Chan
Gerard Lim Ewe Keng

INDEPENDENT

Philip William Forrest**
Kay Pang Ker-Wei
Jeffrey Edward Fisher
Brian Marshall Storms

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Basil Chan
Gerard Lim Ewe Keng
Kay Pang Ker-Wei
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Kay Pang Ker-Wei*
Basil Chan
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30 June 2024

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