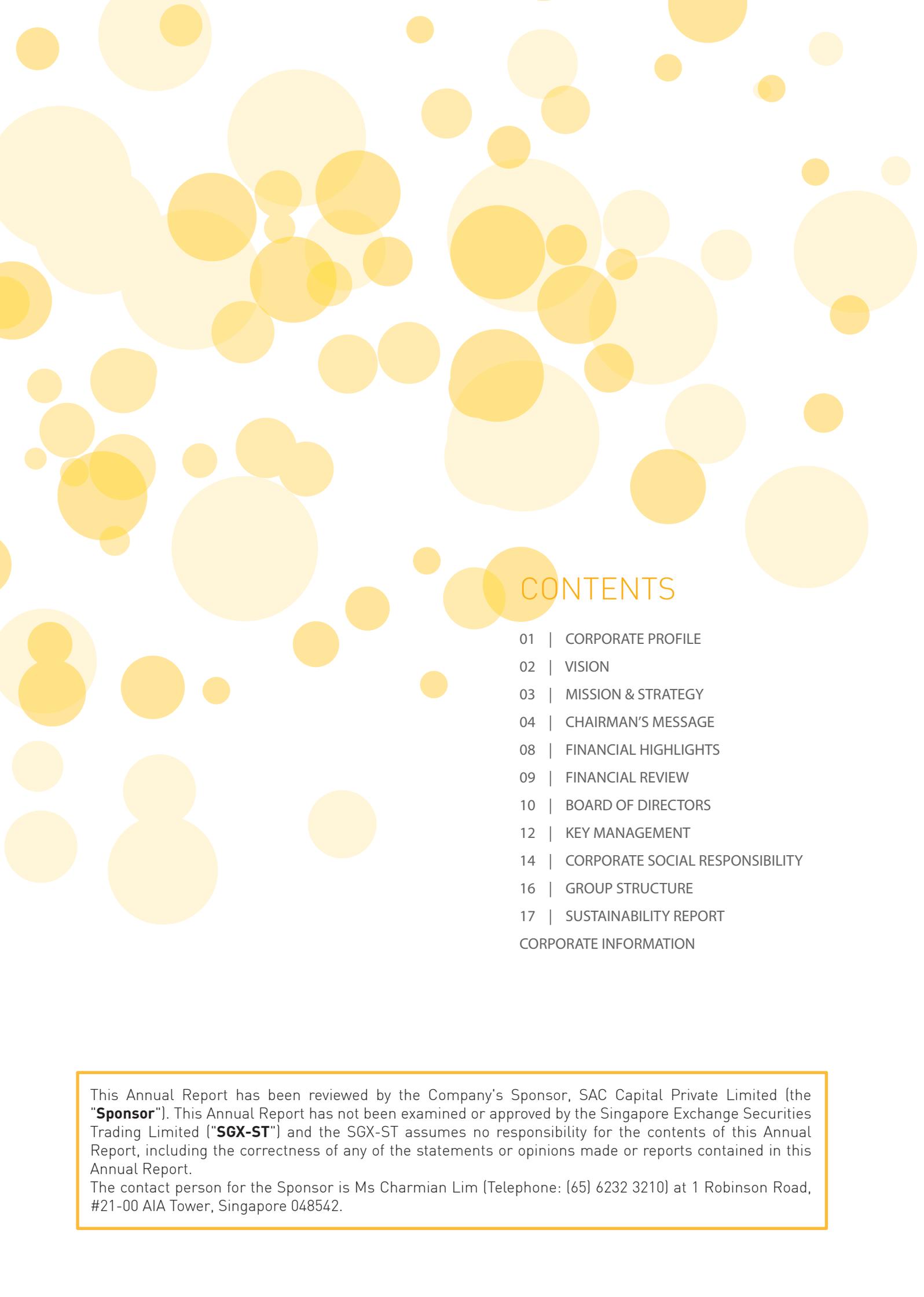


The Mencast logo is positioned at the top right of the page. It features the word "Mencast" in a bold, white, sans-serif font. The letter "M" is stylized with a small orange flame-like shape integrated into its left vertical stroke. The background of the entire page is a dynamic, abstract composition of glowing orange and yellow light trails, creating a sense of depth and movement, reminiscent of a tunnel or a high-speed data stream.

Mencast

**Harnessing Tech
To Forge New Paths**
Annual Report 2023



CONTENTS

01		CORPORATE PROFILE
02		VISION
03		MISSION & STRATEGY
04		CHAIRMAN'S MESSAGE
08		FINANCIAL HIGHLIGHTS
09		FINANCIAL REVIEW
10		BOARD OF DIRECTORS
12		KEY MANAGEMENT
14		CORPORATE SOCIAL RESPONSIBILITY
16		GROUP STRUCTURE
17		SUSTAINABILITY REPORT
		CORPORATE INFORMATION

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

The contact person for the Sponsor is Ms Charmian Lim (Telephone: (65) 6232 3210) at 1 Robinson Road, #21-00 AIA Tower, Singapore 048542.

CORPORATE PROFILE

Mencast Holdings Ltd. and its subsidiaries (“**Mencast**” or the “**Group**”) is a regional Engineering and Maintenance, Repair and Overhaul (“**MRO**”) solutions provider. We also have growing businesses in waste remediation, recycling and manufactured products.

From its establishment in 1981, the Group has grown into a leader in the manufacture and repair of propellers and sterngear equipment and has built on its core competencies to steadily expand its business into new areas. These include waste management as well as innovation driven businesses.

Mencast constantly innovates to create customer value and drive sustainable business growth. In 2017, Mencast Innovation Centre Pte. Ltd. (“**MIC**”) was established as an incubator that provides mentorship, facilities and networking opportunities for growth companies synergistic with our Group.

Mencast will continue to seek technology driven growth opportunities in MRO, environmental remediation, manufacturing and the recycling of waste products.





VISION

**Most admired MRO partner
and employer in the world**

MISSION & STRATEGY

STRATEGY

REVENUE

- Seek new revenue streams
- Cross-selling
- Leverage existing capabilities into new markets

MARGINS

- Productivity and processes
- Rightsizing assets and operating overheads
- Lean costs

CAPITAL SPREAD

- High ROCE & ROE
- Low WACC
- Fund growth business

ENABLERS

"PARTNER PERFECT"

- Culture of adding value
- Leverage teamwork
- Ownership culture
- Leverage existing platform and relationships

TALENT

- Passion for performance
- Leverage teamwork
- Ownership culture

SCALE

- Cost efficiency
- Market presence
- Able to invest in R&D

FOCUS

- Excellence of execution
- Speed
- Invest in the best

CHAIRMAN'S MESSAGE

Dear Shareholders

Harnessing Technology To Forge New Paths

As we reflect on the financial year ended 31 December 2023, Mencast Holdings Ltd. has navigated through a period of strategic repositioning and operational challenges with resilience and adaptability.

The fiscal year 2023 marked significant improvements in our financial performance metrics:

1. Revenue grew a robust 14% to \$48.4 million in 2023, up from \$42.3 million in 2022.
2. Gross profit margin increased substantially from 23% in FY2022 to 29% in FY2023.
3. Net cash generated from operating activities improved by \$5.5 million, rising from \$13.5 million in FY2022 to \$19.0 million in FY2023.
4. Borrowings decreased by \$22.8 million during the year.

These are a result of our steadfast commitment to the strategic priorities outlined in my previous communications, specifically:

1. Sustainability based value creation

Sustainability and customer focus are at the heart of our value proposition at Mencast. We are committed to aiding our customers in achieving their environmental objectives by promoting recycling, minimizing waste, and boosting efficiency.

2. Technology-led innovation

As customer demands evolve, so must we. Leveraging technology and innovation can bring life to new products and improve productivity while reducing carbon footprint and waste. Technology and business model innovation can also accelerate the development and commercialisation of new engines of growth.



From Vision to Verification: Mencast's commitment to advancements in Marine Certification

3. Additive manufacturing

In light of the labour constraints and high cost of business in Singapore, we have been leveraging our scientific and technical expertise to build new Intellectual Property driven solutions with strong scalability and growth potential.

An example of this is additive manufacturing (“AM”). This is a manufacturing process that heralds a paradigm shift to a more flexible, efficient and sustainable propeller manufacturing.

AM enables the creation of complex propeller designs previously unattainable with conventional manufacturing methods, unlocking enhanced propeller performance and efficiency. Production cycles can also be dramatically shortened by building propellers directly from digital models that allow rapid iteration. Additionally, there is a potential for customized and on-demand production capabilities without extensive retooling, minimizing inventory and logistics costs.

The automation and digitalisation integral to AM not only boost productivity by allowing for continuous machine operation with minimal oversight but also support sustainable manufacturing practices through the efficient use of materials and energy, including the option to use recycled materials. AM also offers new opportunities to upskill our workforce to thrive in a digital manufacturing environment, aligning to our dedication to innovation, sustainability, and industry leadership.

Last but not least, the reduced material waste and enhanced production efficiency of AM lower carbon footprint, aligning with the sustainability goals of our customers.

4. Efficient and capital light model

Since the debt restructuring agreement in February 2019, the Group has adopted a less labour-intensive and capital-efficient business model. The Group's total debt has since reduced from a high of \$189.8 million to \$118.6 million as at 31 December 2023.

We will continue to monetise non-core assets to strengthen our balance sheet so that we can deploy capital to the highest yielding opportunities.



Shaping the future: Mencast's vision for Marine Propulsion

Appreciation

The last few years have been transformative for us as we streamlined our operations and executed our strategic plans. The results achieved are a testament to the relentless efforts and unwavering commitment of our management and staff.

I also wish to express my sincere appreciation to our shareholders, customers and business partners for their steadfast support. As we witness the culmination of a number of key initiatives, several board members will be stepping down as part of our board renewal process. I am immensely grateful for their counsel and commitment in establishing a strong platform for the future of the Group, especially in times of unprecedented challenges in the business environment.

As we move forward, Mencast remains dedicated to seizing the opportunities ahead with strategic focus, operational excellence, and unwavering commitment to delivering value to all our stakeholders.

Together, we aim to forge a sustainable future.

SIM SOON NGEEN GLENN DLE

Executive Chairman and Chief Executive Officer

主席致词

亲爱的股东们

运用技术开辟新道路

在回顾截至2023年12月31日的财政年度时，Mencast Holdings Ltd. 在战略重新定位和运营挑战期间展现了韧性和适应能力。

我们在2023的财务业绩指标有显著改善：

1. 收入在2023年强劲增长14%，从2022年的4,230万新元增至4,840万新元。
2. 盈利率从2022财政年度的23%大幅增加到2023财政年度的29%。
3. 经营活动产生的净现金增加了550万新元，从2022财政年度的1,350万新元增加到2023财政年度的1,900万新元。
4. 本年度借款减少2,280万新元。

这些成果是我先前通讯中概述的战略重点坚定承诺的结果，包括：

1. 基于可持续性的价值创造

可持续性和以客户为中心是我们的核心价值主张。我们致力于通过促进回收、尽量减少废物和提高效率来帮助客户实现其环境目标。

2. 技术引领创新

随着客户需求的变化，我们也必须不断进化。利用技术和创新为新产品赋予生命，提高生产效率的同时减少碳排放和废物。技术和商业模式创新可以加速新的增长引擎的开发和商业化。

3. 添加制造技术

鉴于新加坡的劳动力限制和高昂的业务成本，我们一直在利用科技和专业技术知识来构建具有强大可扩展性和增长潜力的新型知识产权驱动解决方案。

这方面的一个例子是添加制造技术（“AM”）。这是一种制造过程，它标志着更灵活、高效和可持续的螺旋桨制造的范式转变。

AM能够创建以前无法通过铸造实现的复杂螺旋桨设计，解锁增强的螺旋桨性能和效率。通过直接从数字模型构建螺旋桨，可以缩短生产周期，从而实现快速迭代，还有可能实现定制和按需生产能力，无需进行大规模的改装，减少库存和物流成本。

AM的自动化和数字化不仅通过允许在最低限度的监督下持续运行机器来提高生产力，而且还通过有效利用材料和能源，包括选择使用回收材料来支持可持续制造实践。AM还提供了新的机会，以提升我们的员工在数字制造环境中茁壮成长的技能，这符合我们对创新、可持续性和行业领导力的奉献。

最后但同样重要的是，AM减少材料浪费，提高了生产效率，从而减少了碳足迹，与我们客户的可持续发展目标保持一致。

4. 高效和资本减 轻型模型

自2019年2月达成债务重组协议以来，集团采用了劳动密集度较低且资本效率较高的业务模式。截至2023年12月31日，集团的总债务已从189,800万新元的高位减少至118,600万新元。

我们将继续将非核心资产货币化，以强化我们的资产负债表，以便我们能够将资本部署到更高收益的机会。

感谢

过去几年对我们来说是变革性的，因为我们简化了运营并执行了战略计划。所取得的成果证明了我们管理层和员工的不懈努力和坚定不移的承诺。

在此，我想对我们的股东、客户和业务合作伙伴的坚定支持表示诚挚的感谢。当我们目睹一些关键举措的高潮时，作为我们董事会续约过程的一部分，几名董事会成员将卸任。面对一个商业环境极具挑战性的时期，我非常感谢他们给与的建议和承诺，为我们集团建立一个向往未来的平台。

随着我们的发展，Mencast仍致力于以战略聚焦、运营卓越和坚定承诺，抓住前方的机遇，为所有利益相关者创造价值。

我们将共同打造一個可持续发展的未来。

沈询益

执行主席兼行政总裁



“ “ **Mencast:
Where customer
focus meets
advanced marine
engineering** ” ”

FINANCIAL HIGHLIGHTS



Process and Storage Tank of Wastes Business

\$'000	2019	2020	2021	2022	2023
Revenue	42,950*	46,872	45,914*	42,341	48,417
Gross profit	3,731*	12,617	13,486*	9,892	14,146
(Loss)/profit before income tax	(8,346)*	5,902	5,060*	101	2,748
Net (loss)/profit	(5,776)	5,196	6,626	(349)	2,504
Total assets	242,564	224,610	217,583	201,062	180,993
Property, plant and equipment	118,667	102,328	95,859	86,390	75,860
Cash and cash equivalents	18,314	15,604	14,307	9,026	10,470
Total liabilities	223,123	199,744	186,052	170,187	148,631
Total equity	19,441	24,866	31,531	30,875	32,362
Net asset value (in SGD cents)	3.84	5.23	6.67	6.45	6.75

* 2019 and 2021 P&L figures were restated for discontinued operations.

FINANCIAL REVIEW



MRO for thrusters

Revenue and Profitability

Mencast Holdings reported a revenue increase of 14% from \$42.3 million in FY2022 to \$48.4 million in FY2023. This growth was driven mainly by growth in the Energy Services and Marine segments.

A significant highlight was the Group's return to profitability, posting a net profit of \$2.5 million against the prior year's loss. This was primarily the result of improved operating performance and gains on strategic disposals. Gross profit increased by \$4.3 million to \$14.1 million in FY2023, with a gross profit margin improvement from 23% to 29%.

Administrative expenses grew from \$9.5 million in FY2022 to \$10.0 million in FY2023 due to higher professional fees and other expenses related to asset disposals. Finance expenses rose by 39% from \$5.4 million to \$7.4 million due to higher effective interest rates on bank borrowings.

Cash Flow Activities

Cash flows from operating activities increased from \$13.5 million to \$19.0 million, supported by higher profitability and disciplined working capital management. Cash flows from investing activities included proceeds from the disposal of property, plant and equipment and non-current assets classified as held-for-sale of \$16.5 million.

Operating and investing cash flows were primarily applied to reducing borrowings, and during the financial year ended 31 December 2023, the Group repaid \$21.1 million of bank borrowings, up from \$13.8 million in the prior year.

BOARD OF DIRECTORS



SIM SOON NGENE GLENDLE

Executive Chairman & Chief Executive Officer

Glennle Sim is the Executive Chairman & CEO of the Mencast Group. He is responsible for the strategic vision, overall management, operations and growth. In addition to serving as Executive Chairman of the Board, Glennle is a member of the Nominating Committee and Corporate Strategy & Communications Committee.

Glennle was awarded "Best CEO" in year 2014 at the Singapore Corporate Awards in the category of companies with under \$300 million in market capitalisation and EY Entrepreneur of the Year 2013 in the Marine and Offshore Engineering Services category.

Glennle graduated from the National University of Singapore with a Bachelor in Business Administration and later obtained a Master of Business Administration from the University of Delaware in the USA. He is also a graduate of Harvard Business School's Owner/President Management Program. He was appointed to our Board on 30 January 2008 and was appointed as the Executive Chairman of the Board on 9 October 2009.

WONG BOON HUAT

Executive Director

Mr. Wong Boon Huat is the Executive Director of Operations for Mencast Group and a member of the Corporate Strategy & Communications Committee. He is responsible for the operations across Mencast's Offshore & Engineering, Marine and Energy Services segments. He also oversees the formulation and implementation of the Group operation's plans and policies.

Boon Huat founded Top Great Engineering & Marine Pte Ltd, and has been involved in various vocations within the Marine industry. Armed with more than 30 years of experience in the industry, Boon Huat has contributed significantly to the development and growth of Mencast Group. He was appointed to our Board on 4 August 2011.

LEOW DAVID IVAN

Independent Director

Mr. David Leow is the Chairman of the Audit Committee, the Chairman of the Corporate Strategy & Communications Committee and a member of the Remuneration Committee. He is a Lead Independent Director of SGX listed Trans China Automotive Holdings Limited, and a director of the Chartered Accountants Australia and New Zealand (Singapore) Private Limited, CAP Management Limited and MEC Asian Fund. He is also a Managing Director of Thaler Global Pte Ltd, a consultancy and investment firm in Singapore and CFO of Ufinity Group Pte Ltd.

David has served in various senior roles including as Director of Business Development for Virgin Asia Management, Vice President of UOB Kay Hian's Equity Capital Markets Group, Vice President of the DBS Bank's Private Equity Group and Associate Director of Research of HSBC Securities in Singapore.

David is a charter holder with the Chartered Financial Analyst Institute, a Fellow of the Chartered Accountants of Australia and New Zealand, and a Chartered Accountant of Singapore. He holds a Bachelor of Commerce from the University of Western Australia and is a graduate of Harvard Business School's Owner/President Management Program. He joined our Board on 7 June 2013.

SUNNY WONG FOOK CHOY

Lead Independent Director

Mr. Sunny Wong is the Chairman of the Nominating Committee and a member of the Audit and Remuneration Committees. A practising advocate and solicitor of the Singapore Supreme Court, Sunny was founder and managing director of the legal firm Wong Tan & Molly Lim LLC, where he is currently a consultant.

Sunny graduated from the National University of Singapore with a Bachelor of Laws (Honours) and is currently also a Non-Executive Director of Civmec Limited and InnoTek Limited. He joined our Board on 29 May 2008.

NG CHEE KEONG

Independent Director

Mr. Ng Chee Keong is the Chairman of the Remuneration Committee and a member of the Audit and Nominating Committees. Chee Keong joined PSA Corp in 1971 and has held various positions including Group President & CEO, President & CEO (Singapore region) and Global Head of Technical and Operations Development. He retired in January 2005.

Chee Keong received a Bachelor of Social Science (Economics, Upper Honours) from the then University of Singapore. He was awarded the Public Administration Medal (Gold) by the Singapore Government in 1997. He is also an Independent Director of Samudera Shipping Line Ltd. He joined our Board on 9 October 2009.

KEY MANAGEMENT



WONG BOON HWEE

DR. CHIA BOON TAT

SUSAN TAN

CHRIS SAN

JAVEN KEE

CHRIS SAN

Chief Financial Officer

Mr. Chris San is a senior professional with over 20 years of experience in accounting, financial and corporate matters. From 2006 to early 2017, he served as Chief Financial Officer at two SGX listed companies, being New Toyo International Holdings Ltd and Superior Multi-Packaging Limited.

He holds a Bachelor of Business degree in Accountancy from the Edith Cowan University, Western Australia and is a Fellow of CPA Australia.

WONG BOON HWEE

Head, Marine Division of Mencast Offshore & Marine Pte. Ltd.

Mr. Wong Boon Hwee is the Head of the Marine Division in Mencast Offshore & Marine Pte. Ltd. His responsibilities include the planning of project processes and procedures, optimising resource management of project activities, overseeing the day-to-day operations of projects and leading a cross-functional team in the timely manner while maintaining a high quality in execution of projects. Boon Hwee has more than 20 years of experience in the Marine industry and is essential to the functionality of Mencast Offshore & Marine Pte. Ltd. Boon Hwee is the brother of our Executive Director, Mr. Wong Boon Huat.

DR. CHIA BOON TAT

Head of Research & Development, Mencast Holdings Ltd.
Deputy Director, Mencast Innovation Centre Pte. Ltd.

Dr. Chia Boon Tat has over 20 years of experience in technology development and commercialisation. He has been the Head of Research and Development in Mencast since 2014. From 1997 to 2002, he was Executive Vice President of Technology and Strategy at formerly SGX-listed Keppel Telecommunications & Transportation Ltd. From 2003 to 2006, he was Managing Director of Nexwave Technologies Pte Ltd, a fully owned subsidiary of SGX-listed Telechoice International Ltd. From 2007 to 2013, he was the Founder and CEO of Interactive Microorganisms Laboratories Pte. Ltd. Dr. Chia is also an adjunct lecturer teaching entrepreneurship courses at the Nanyang Technological University. Dr. Chia graduated with a Doctorate degree from the Institut National Polytechnique de Grenoble, France.

JAVEN KEE

Assistant General Manager of Mencast Marine Pte. Ltd.

Mr Javen Kee is the Assistant General Manager of Mencast Marine Pte Ltd.

He is responsible for the operation of marine activities, overseeing the day-to-day operations that include sterngear and propulsion manufacturing services.

He joined the Group in 1992 as a Machinist and progressed to become a Workshop Manager in 2012. In June 2020, he rose to the rank of Senior Operations Manager and was later promoted to Assistant General Manager in October 2023.

SUSAN TAN SOCK KIANG

Head of Corporate HR & Administration Manager

Ms. Susan Tan has more than 30 years of experience in human resources and administration. She is responsible for the HR, payroll and administration of Mencast Group. She oversees the talent management programs of the Group including recruitment, performance management, training and professional development, benefits and compensation package. She manages the Group's insurance policies.

Susan ensures compliance with the Group's policies and procedures. She is always in close contact with different government authorities on the latest developments and guidelines to ensure all the Group's HR policies are aligned to legal requirements and best practices.

CORPORATE SOCIAL RESPONSIBILITY

As part of our commitment to Corporate Social Responsibility, we collaborated with Willing Hearts, a volunteer organisation that prepares and distributes approximately 7,000 daily meals to over 70 locations island-wide. These meals reach a wide range of the less fortunate in our community, such as the elderly, the disabled, low-income families, children from single-parent families or families facing financial difficulties, and migrant workers.

This year, we contributed directly to Willing Hearts' daily operations with 16 volunteers who helped prepare delicious and nutritious meals. Our volunteers were involved in various kitchen tasks, such as chopping, washing vegetables, cleaning areas and packing meals. This hands-on participation allowed us to contribute meaningfully for the benefit of the many who rely on Willing Hearts for their daily sustenance.

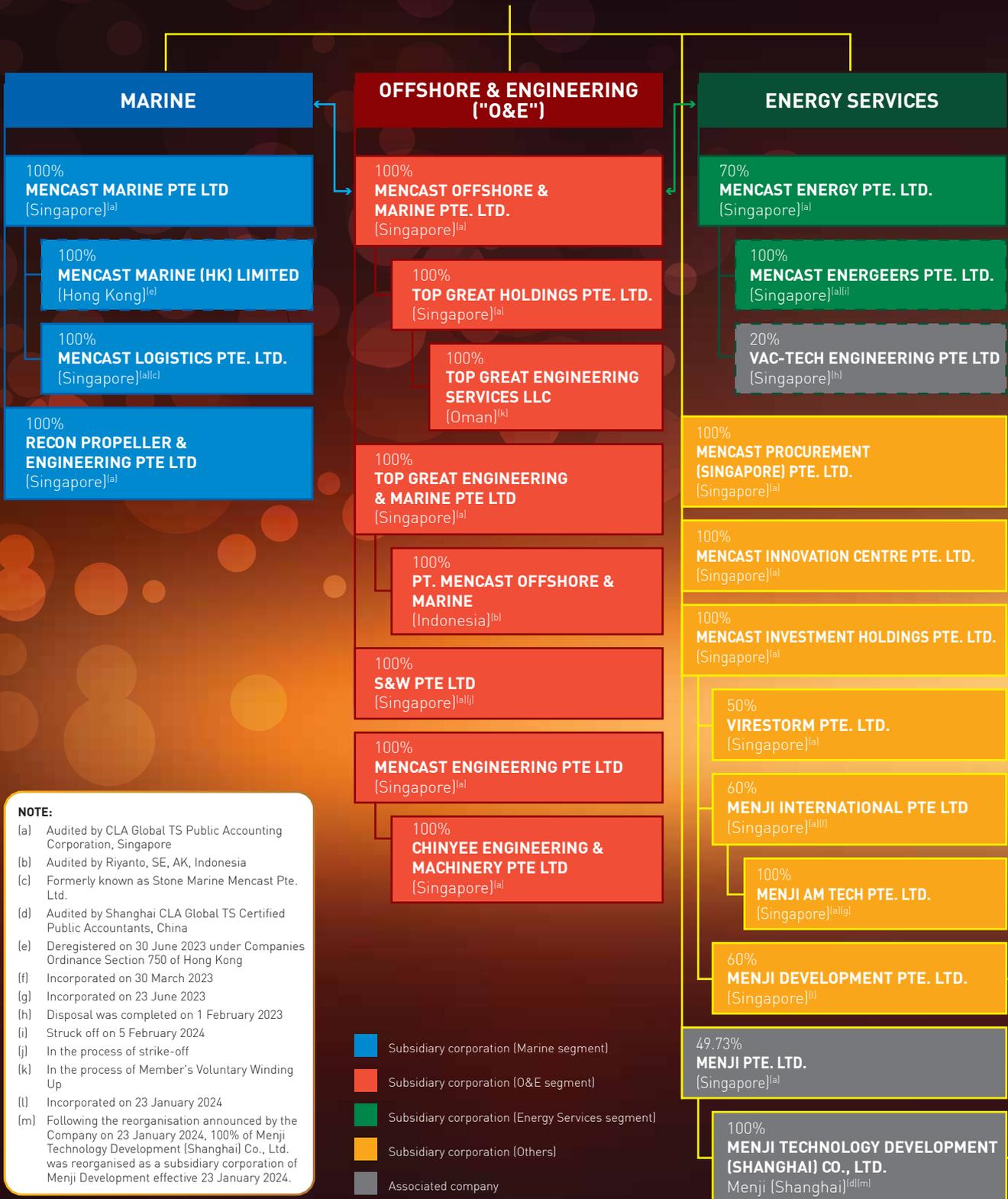
We are thankful for the opportunity to support Willing Hearts and its mission. This experience has been rewarding for our team as it reinforced the importance of community service and the value of giving back by helping those in need.



SUSTAINABLE WASTE MANAGEMENT



GROUP STRUCTURE



NOTE:

- (a) Audited by CLA Global TS Public Accounting Corporation, Singapore
- (b) Audited by Riyanto, SE, AK, Indonesia
- (c) Formerly known as Stone Marine Mencast Pte. Ltd.
- (d) Audited by Shanghai CLA Global TS Certified Public Accountants, China
- (e) Deregistered on 30 June 2023 under Companies Ordinance Section 750 of Hong Kong
- (f) Incorporated on 30 March 2023
- (g) Incorporated on 23 June 2023
- (h) Disposal was completed on 1 February 2023
- (i) Struck off on 5 February 2024
- (j) In the process of strike-off
- (k) In the process of Member's Voluntary Winding Up
- (l) Incorporated on 23 January 2024
- (m) Following the reorganisation announced by the Company on 23 January 2024, 100% of Menji Technology Development (Shanghai) Co., Ltd. was reorganised as a subsidiary corporation of Menji Development effective 23 January 2024.

- Subsidiary corporation (Marine segment)
- Subsidiary corporation (O&E segment)
- Subsidiary corporation (Energy Services segment)
- Subsidiary corporation (Others)
- Associated company

SUSTAINABILITY REPORT CONTENTS

ABOUT THE REPORT	18
FEEDBACK.....	18
BOARD STATEMENT ON SUSTAINABILITY	19
GOVERNANCE STRUCTURE	20
STRATEGIC APPROACH FOR SUSTAINABILITY.....	20
STAKEHOLDER ENGAGEMENT	22
MATERIALITY ASSESSMENT	23
ESG PERFORMANCE OVERVIEW.....	24
ECONOMIC PERFORMANCE	25
PROCUREMENT PRACTICES.....	25
EMISSION	28
ENERGY	29
WASTE.....	30
WATER.....	32
EMPLOYMENT	33
TRAINING & DEVELOPMENT	35
OCCUPATIONAL HEALTH & SAFETY.....	37
ANTI-CORRUPTION.....	39
GLOBAL REPORTING INITIATIVE (GRI)	
CONTENT INDEX.....	40

ABOUT THE REPORT

Reporting Boundary

This report seeks to provide an overview of our sustainability practices, commitment, and performance of the Group's material Environmental, Social and Governance ("ESG") topics.

As a guide, this report covers operations and all subsidiaries for which Mencast Holdings Ltd. ("Mencast" or together with its subsidiary corporations, the "Group") has operational control unless otherwise stated.

There was no restatement made from the previous report.

Reporting Period & Standard

The reporting period is the same as the financial year of the Group - 1 January 2023 to 31 December 2023. This report was prepared with reference to the Global Reporting Initiative ("GRI") Standards 2021 and Listing Manual Section B: Rules of Catalist of the SGX-ST Rules 711(A) and (B).

GRI Standards is the most widely used and internationally accepted sustainability reporting framework. The GRI Content Index at the end of the report specifies the location of the relevant disclosures.

Independent Assurance

The ESG performance data presented in the report have mainly been extracted from internal information systems and original records to ensure accuracy. The Group has not sought external assurance for this sustainability report but has relied on internal verification to ensure the accuracy of data.

FEEDBACK

We are fully committed to our stakeholders, and we welcome feedback on any aspect of our sustainability policies, processes, and performance. Kindly address all feedback to ir@mencast.com.sg. Your feedback is vital to us in achieving our goals to build a sustainable and thriving business. As an attempt to promote environmental conservation, there will be no hard copies of this report.

BOARD STATEMENT ON SUSTAINABILITY

Mencast Holdings Ltd. ("**Mencast**" or together with its subsidiary corporations, the "**Group**") is pleased to issue its seventh sustainability report, prepared with reference to the GRI Standards and in line with the SGX-ST guidelines on sustainability reporting.

The Group endeavours and is committed to continually consider material environmental, social and governance topics as part of our core business strategy. The report seeks to present an accurate account of our practices and performances in our mission to be a sustainable, responsible corporate citizen.

The Board of Directors ("**Board**") and senior management ("**Management**") remain committed to establish and maintain an effective Sustainability Management framework, which is supported by underlying internal controls, risk management practices, clear accountability, and reporting process. The Board evaluates and considers ESG risks and opportunities relevant to the Group during the formulation of overall business strategy, objectives, and performance measurements. The Sustainability Reporting ("**SR**") Committee supports the Management in identifying the type of relevant ESG topics caused by its day-to-day operations. Management then determines the materiality of the ESG topics based on the level of significance of impact, influence on stakeholder values, and the achievement of the Group's strategic objectives. The Board provides oversight on sustainability matters and delegates the formulation, implementation, and review of the Group's sustainable policies and practices, sustainability development programs, and initiatives to the Sustainability Committee.

The Group, aligned with Task Force on Climate-Related Disclosure ("**TCFD**") recommendations, has integrated selected Scope 3 emissions disclosures in FY2023, alongside setting quantitative targets for Scope 1 and 2 greenhouse gas ("**GHG**") to monitor and reduce the Group's carbon footprint. Moving forward, the Group shall continue to evaluate climate-related risks and opportunities comprehensively, encompassing Scope 1, 2, and 3 emissions, and maintaining targets to manage these risks effectively. The Group will prioritise assessing overall climate-related risks and opportunities, emphasising a quantitative financial impact analysis for informed decision-making and ensure sustained progress in reducing our environmental footprint while enhancing sustainability performance.

The Board and Management shall continue to dedicate leadership and maintain a high standard of sustainability governance to drive continuous and long-term growth for all its stakeholders. The Group will continue to work towards a balanced disclosure on the management and monitoring of material ESG topics for continuous improvement.

Awards & Certifications

The Group aims to continuously seek business opportunities in line with our strategic growth and to deliver value to our customers and stakeholders as we continue to explore and expand our business operations. Within the industry, the Group upholds a reputation for quality and high standards in our operations, as well as excellence in our operations management and continues to maintain various awards and certifications, such as the following:

- ISO 9001:2015 – Quality Management Systems
- ISO 14001:2015 Certification – Environmental Management System
- ISO 45001:2018 Certification – Occupational Health & Safety Management Systems
- BizSafe Level 3, 4 & Star

GOVERNANCE STRUCTURE

Board of Directors

The Board maintains overall responsibility and ensures that sustainability matters (including material ESG factors, and climate-related disclosures) are considered as part of our business strategy. The Board provides oversight on sustainability matters and delegates the formulation, implementation, and review of the Group's sustainable policies and practices, sustainability development programs, and initiatives to the Sustainability Committee.

Sustainability Committee

Sustainability is integrated into our business and embedded across various roles and functions. The SR Committee, chaired by Mr. Sim Soon Ngee Glenndle, our Executive Chairman and Chief Executive Officer ("CEO"), comprises of senior management from all business units to provide oversight over the integration of sustainability practices into all aspects of the business. There were no changes in the composition of the Committee since the first year of reporting.

Periodic reviews are carried out at both the SR Committee and business unit levels to ensure effective implementation and that initiatives remain in line with the Group's strategic development.

For FY2023, the Board and Management have:

- Reviewed the material ESG factors relevant to stakeholders of the Group and considered these as part of the overall business strategy.
- Reviewed climate-related risks and their qualitative financial impact from the short, medium and long-term perspectives as part of the overall risk management process.
- Reviewed the Group's Green House Gas ("GHG") emission footprint across Scope 1, Scope 2, and selected Scope 3 emissions.
- Evaluate opportunities and action plans associated with climate-related risks.

STRATEGIC APPROACH FOR SUSTAINABILITY

Mencast firmly believes that while our businesses are driven by earnings, we must also have a positive impact on environment, employees and all other stakeholders in our value chain. In FY2022, with the help of an Independent External Consultant ("Consultant"), the Group reviewed and defined our approach to sustainability management. We have reviewed the main aspects and existing non-financial topics for FY2023 reporting disclosure and performed a peer analysis on the topics of interest of the industry. The Management identified Water as an additional topic that will be material and important to the business and stakeholders, hence included it in the FY2023 sustainability report.

Exhibit 1. An Overview of Our Approach to Sustainability Management

Three main aspects toward sustainability of our economic performance and business operations

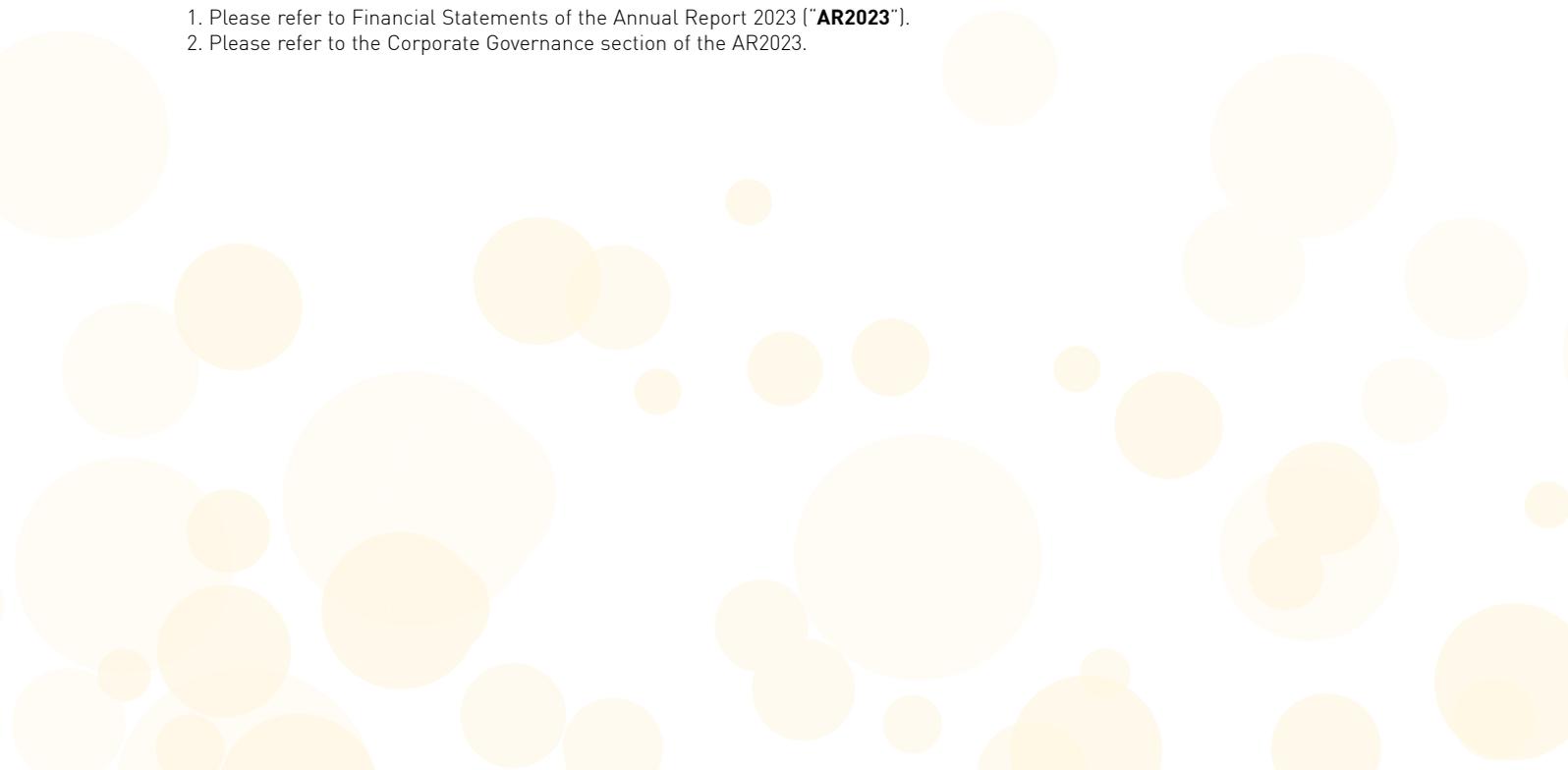
Economic Performance¹		
Compliance with Law and Regulations		
Procurement Practices		
Environmental Management	Organisational & Relationship Management	Corporate Governance & Risk Management²
Emission	Employment	Anti-Corruption
Energy	Training & Development	
Waste	Occupational Health & Safety	
Water		
Supplier Environmental Assessment		

Our Materiality Assessment Process

Supported by a systematic & interactive process to identify, categorise and prioritise material ESG topics

Identify Define a list of potential material ESG topics	Categorise Refine the list of topics by clustering them into categories	Prioritise Engage SR Committee for feedback and validation of each topic & prioritise based on importance to internal and external stakeholders
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1. Please refer to Financial Statements of the Annual Report 2023 ("AR2023").
 2. Please refer to the Corporate Governance section of the AR2023.



STAKEHOLDER ENGAGEMENT

Mencast recognises that knowing and understanding the demands and concerns of stakeholders is key to sustainable growth and that regular engagement with stakeholders helps us to understand and establish material areas of focus. The Group operates and maintains multiple communication channels and platforms to obtain stakeholders' feedback and opinions.

Our stakeholders are those who have a considerable influence on our business, and whom our business has a significant impact on. In FY2023, the SR Committee reassessed the relevant stakeholders and ascertained that our key stakeholder groups remained as follows: employees, customers, shareholders, bankers, investors, business partners, and community (See Exhibit 2).

Exhibit 2. Our Key Stakeholder Groups



Employees

We recognise that our employees are fundamental to the Group's productivity and continuity. We aim to nurture them well to increase their engagement and contribution to the Group.



Customers

We strive to maximise our customer satisfaction, which reflects sales and revenue. We ensure that we understand our customers' needs and expectations and we aim to build long-lasting relationships with our customers so that they are likely to engage our services again.



Shareholders, Bankers and Investors

We aim to maintain profitability in our Group and maximise shareholders' returns. We also strive to maintain corporate governance and improve the level of transparency through reporting and communication.



Business Partners

We work closely with our business partners/subcontractors to ensure that all our operations are aligned with our sustainability efforts and industry practices.



Community

We work closely with our community and remain fully committed to continue procuring responsibly while generating positive economic and social benefits for the local communities we operate in.

Membership of Associations

Aspiring to widen our exposure to industry standards and collaborate within and beyond the industry to improve on current sustainable practices, Mencast and its subsidiary corporations have joined and actively participated in the following industry associations:

- Singapore Business Federation
- Association of Singapore Marine & Offshore Energy Industries
- Singapore Chinese Chamber of Commerce & Industry
- Singapore National Employers Foundation
- Waste Management & Recycling Association of Singapore
- Association of Process Industry

MATERIALITY ASSESSMENT

Materiality with respect to sustainability reporting, as defined by GRI Standards, includes topics and indicators that reflect the organisation's significant economic, environmental, and social impacts, and would substantively influence the assessments and decisions of stakeholders.

Guided by our Consultant and having considered the topics of concern and expectations of identified key stakeholders, the SR Committee together with the Management have assessed and prioritised the material topics, targets, and commitments to focus on for the Group.

OUR TARGETS AND COMMITMENTS

ECONOMIC 	
Financial Performance	<ul style="list-style-type: none"> To improve our internal efficiency and effectiveness in our existing operations and to leverage our existing strengths for new business opportunities.
Procurement Practices	<ul style="list-style-type: none"> Target to source 80% of our materials and services locally.
Compliance with Law & Regulations	<ul style="list-style-type: none"> Zero incidents of non-compliance.
ENVIRONMENTAL MANAGEMENT 	
Emission	<ul style="list-style-type: none"> Maintain carbon emission intensity for FY2024.
Energy	<ul style="list-style-type: none"> Maintain energy intensity consumption for FY2024.
Waste	<ul style="list-style-type: none"> Ensure waste treatment and disposal methods are in accordance with regulatory requirements.
Water	<ul style="list-style-type: none"> No targets had been set as FY2023 is the initial year of assessment.
ORGANISATIONAL & RELATIONSHIP MANAGEMENT 	
Employment	<ul style="list-style-type: none"> Continue to promote diversity and equal opportunity in the workplace. Comply with local labour regulations across our operations.
Training and Education	<ul style="list-style-type: none"> Achieve an average of 2 hours of training per employee annually.
Occupational Health and Safety	<ul style="list-style-type: none"> Zero fatalities for FY2024. 50% reduction of man-days lost to injury in FY2024.
CORPORATE GOVERNANCE 	
Anti-Corruption	<ul style="list-style-type: none"> Zero incidents of bribery and corruption, including facilitation payment. Zero tolerance towards all forms of bribery and corruption.

The material ESG topics were reviewed by the Board and determined to be relevant. SR Committee will continue to review our material ESG topics annually aligned with the changing business environment, stakeholder opinions, and emerging global and local trends.

ESG PERFORMANCE OVERVIEW

Material Topics and Indicators	Reporting Period	
	FY2023	FY2022
Environmental		
Scope 1 Emissions (tonnes CO₂)¹		
Stationary Fuel Combustion	1,512	1,242
Mobile Fuel Combustion	575	459
Fugitive Emissions (refrigerants)	311	77
Scope 2 Emissions (tonnes CO₂)¹		
Electricity (location-based)	2,999	2,464
Scope 3 Emissions (tonnes CO₂)^{1,3}		
Employee Commute	111	-
Business Travel	71	-
GHG Emission Intensity (Scopes 1 to 3) (tonnes CO₂ / S\$ Revenue)	0.0001	0.0001
Fuel Consumption (Litres)^{2,3}	213,458	171,978
Electricity Consumption ('000 kWh)	7,113	6,077
Energy Intensity (kWh / S\$ Revenue)	0.15	0.14
Total Water Consumption (Megalitres)³	103.36	-
Social		
Employees		
Male (number)	253	242
Female (number)	39	30
Full-Time Employees (number)	291	271
Part-Time Employees (number)	1	1
New Hires (number)	73	74
Reportable Injuries (number)	12	11
Man-Days Lost Due to Injury (number)	399	164
Fatal Accidents (number)	-	-
Total Employees Turnover (number)	130	68
Average Training Hours Per Employee	6.82	9.00
Annual Performance Appraisal Completion Rate (%)	98.92	94.85
Governance		
Confirmed Incidents of Corruption or Bribery	-	-
Incidents of Non-Compliance with Regulations	-	-
Major Safety Issues and Negative Feedback	-	-

¹ GHG emissions are derived in accordance with the requirements of the "GHG Protocol Corporate Accounting and Reporting Standard". The Global Warming Potential dataset is based on the 2014 IPCC Fifth Assessment Report.

² FY2022 fuel consumption data excludes the Indonesia subsidiary corporation as it was not part of the reporting boundary for FY2022.

³ FY2023 is the first year that the Group is evaluating and disclosing water consumption, fuel consumption and selected Scope 3 emissions. Hence, there are no comparative numbers for FY2022, with the exception of fuel consumption whereby the Group managed to collate the FY2022 data.

ECONOMIC

ECONOMIC PERFORMANCE

Why is it important?

The Group strives to achieve strong financial performance and aims to become a more sustainable company, particularly in terms of ESG considerations. Our focus is on delivering value to shareholders, contributing to local authorities through taxes and other payments, and creating employment opportunities and additional benefits in the local economy and communities where our operations are based.

Our Performance

Further details about our financial performance can be found in the annual report on pages 83 to 160.

PROCUREMENT PRACTICES

Why is it important?

The Group firmly believes that the suppliers and subcontractors we engage are critical in creating a positive economic impact and enhancing stakeholders' return. In this respect, the Group maintains a strict vendor selection process, which is based on their past track records and adherence to occupational health and safety standards.

How is this topic managed?

As we consider sustainability to be one of the key factors in selecting a supplier, we evaluate the potential candidates based on their sustainability performance and practices. We collaborate frequently with business partners and suppliers to redesign our product offerings to reduce the negative impact on our environment.

Our Performance

Location	FY2023		FY2022	
	Singapore	Indonesia	Singapore	Indonesia
Percentage of materials & supplies purchased locally	78%	100%	67%	
Percentage of materials & supplies imported	22%	0%	33%	Note
Percentage of local subcontractors appointed	94%	100%	92%	
Percentage of foreign subcontractors appointed	6%	0%	8%	

Note: There is no comparative data for FY2022 as the Indonesia subsidiary corporation was not included in the reporting boundary in FY2022.

For the Indonesia operations, all our materials and supplies, and subcontractors are sourced locally.

In Singapore, approximately 78% of material purchases were sourced from local suppliers in Singapore, marking an 11% increase from FY2022. The remaining raw materials were sourced from overseas suppliers, driven by factors such as availability, quality, and cost considerations. Additionally, a 2% decrease in the utilisation of foreign subcontractors was noted in FY2023 as compared to FY2022.

Approaching Our Target

We assess our existing supplier network to identify possibilities for enhanced collaboration with local vendors and evaluate their capabilities to fulfil our procurement requirements. Our target is to achieve 80% of our procurement of materials and services be from local suppliers to generate positive economic and social benefits for the local community we operate in.

COMPLIANCE WITH LAW AND REGULATIONS

The Group has in place a governance structure¹ to manage non-compliance with laws and regulations. Over the years, the Group's operations continue to conform to laws and regulations. The Group maintains zero tolerance for non-compliance and encourages our stakeholders to report any incidences via our established whistle-blowing channels. All employees of Mencast are encouraged to be proactive and forthcoming in managing and reporting compliance-related issues and complaints.

Aligned with our targets, there were no incidents of non-compliance nor fines incurred for non-compliance with laws and regulations for the current or previous reporting period.

The Board and Management continue to review and improve the current management system and practices and ensure that all our activities and operations comply with regulatory requirements.

¹ Please refer to the Corporate Governance Statement for details of our board composition, risk management, and internal controls activities.

ENVIRONMENTAL MANAGEMENT

To address global issues of resource scarcity and a changing climate, we recognise the importance of integrating environmental considerations into the Group's business decisions. We are committed to understanding, managing, and minimising our environmental footprint across our value chain, including our business operations, suppliers, and customers.

Our environmental efforts are largely focused on maximising material utilisation and optimising energy consumption. We will continue to strengthen our expertise in the areas of environmental programs and be selective about the strategic initiatives that will yield a greater positive impact in the future.

Since FY2022, the Group adopted a phased approach for climate-related disclosure in accordance with the recommendations of TCFD. In managing climate-related risks and opportunities the following are the relevant corporate governance and the risk management approach:

Governance

- The Board of Directors maintains overall responsibility and provides oversight on sustainability matters (including material ESG factors, climate-related risks and opportunities). Sustainability topics, climate risks, and opportunities are considered as part of the overall business strategy.
- The SR Committee led by the Chief Executive Officer and senior management from all business units is responsible for the formulation, implementation, and review of the Group's sustainable policies and practices, sustainability development programs, and initiatives.

Strategy

- Climate-related risks have been embedded in the Group's risks assessment, identifying the relevant physical and transition risks applicable to the business.
- Risks identified are reviewed by the Board of Directors and SR Committee and the impact on the Group was assessed from a short, medium, and long-term basis.

Risk Management

- Climate risks & opportunities have been integrated into the overall risk management process.
- The Group's risks, impact, and action plans are reviewed at least annually.

Metrics

- GHG (Scope 1 & 2) intensity targets are established to evaluate climate-related risks & opportunities.
- Selected Scope 3 emission analysis¹ had been included to provide a more comprehensive analysis of the indirect emissions of the Group.

¹ Scope 3 emissions analysis for FY2023 encompasses only Category 6 and 7.

The relevant physical and transition risks and associated financial impact are described below. The risk ratings are aligned with the Group's risk parameters and definition of risk ratings:

Climate Risk Category & Description		Financial Impact	Short Term (< 1 year)	Medium Term (1 – 3 years)	Long Term (>3 years)
Physical (Acute)	Increase cost of operations due to damage to strategic assets.	Increase cost of operations/asset replacement	Low	Low	Medium
Physical (Chronic)	An increase of 1.5 to 2 degrees Celsius would result in the intensity of storms, lightning, sea level, or heat that could disrupt operations and impact revenue.	Reduction in revenue	Low	Low	Low
Transition (Policy & legal)	Rising operational costs, encompassing materials, logistics, transport, utilities, and investments in green energy policies, are attributed to the impact of carbon taxes and overall supply chain expenses.	Increase cost of operations	Medium	Medium	High
Transition (Technology & Market)	Inability to create products or services that (1) align with evolving industry regulations (such as electric alternative fuel technologies) and customer preferences and (2) minimise environmental impact.	Reduction in revenues	Medium	Medium	High
Transition (Reputation)	Inability to meet policy/regulations around climate change or greenwashing due to poor data collection process.	Reduction in revenues	Low	Low	Low

Climate-Related Opportunity

In addressing climate-related risks for FY2023, the Group identified and implemented the following opportunities to mitigate these risks.

Opportunity category	Initiatives undertaken by Mencast
Products & Services	<ul style="list-style-type: none"> A collaboration with A-STAR to drive research and development efforts aimed at enhancing manufacturing capabilities. Presently, a prototype for a new propeller is undergoing testing. The Group is actively innovating to create more cost-effective and environmentally friendly manufacturing processes, such as 3D printing and additive manufacturing, alongside enhancing recycling initiatives.
Markets	<ul style="list-style-type: none"> Continue to develop the capability to obtain new licenses for the treatment of different industrial wastes, thus opening new business opportunities.
Energy Source	<ul style="list-style-type: none"> Transition to the use of renewable energy sources via the adoption of solar panels since 2016.

EMISSION

Our Performance

GRI305 Emissions are identified as the metrics used to assess climate-related risks & opportunities. The operational control approach is used for the consolidation of data based on the Greenhouse Gas (“GHG”) protocol. Our Scope 1, Scope 2, and selected Scope 3 emissions are detailed below:

	FY2023	FY2022
Total carbon emission, (tonnes CO ₂ equivalent) ¹	5,579	4,242
Scope 1 Emission(s)		
Stationary fuel combustion ²	1,512	1,242
Mobile fuel combustion ³	575	459
Fugitive emissions (refrigerants) ⁴	311	77
Scope 2 Emission(s)		
Electricity (Location-based) ⁵	2,999	2,464
Scope 3 Emission(s)⁶		
Employee commute	111	-
Business travel ⁷	71	-
GHG Emission Intensity Scope 1, 2 & 3 (tonnes CO ₂ / S\$ Revenue)	0.0001	0.0001

¹ GHG emissions are derived in accordance with the requirements of the “GHG Protocol Corporate Accounting and Reporting Standard”. The Global Warming Potential dataset is based on the 2014 IPCC Fifth Assessment Report and equivalent CO₂ emission for electricity based on the operating margin factors from the Energy Market Authority of Singapore.

² Stationary fuel combustion is primarily liquefied petroleum gas (“LPG”) used in the wastewater treatment plant (“WWTP”), and diesel fuel is used for air compressor machines.

³ Mobile fuel combustion is primarily diesel fuel and motor gasoline used by assets of the Group.

⁴ Fugitive emissions are the loss of refrigerants from the air-conditioning system and chiller in the WWTP and recovery waste system (“RWS”).

⁵ Electricity is location-based with data-derived consumption of electricity from the national grid (i.e. Singapore and Indonesia).

⁶ As FY2023 is the initial year that the Group has identified, collected, and disclosed selected Scope 3 emission data, there are no comparative figures provided for FY2022.

⁷ Business travel emissions are only inclusive of air travel data.

In FY2023, although the total carbon emissions reported increased by 31.52% compared to FY2022, our GHG emission intensity remains low. The increase in total carbon emission is due to:

- (i) increased communications and awareness with our vendors on refrigerant data, as a result, providing a comprehensive set of refrigerant data in 2023;
- (ii) increased activities in the waste management business unit; and
- (iii) inclusion of Scope 3 emissions which consist of employees’ commute and business travel data.

Approaching Our Target

The Group’s goal is to maintain carbon emission intensity for FY2024 and in the long run, continuously monitor and enhance its understanding of its emission profile. This thorough comprehension will form the basis for establishing practical and relevant objectives to reduce carbon emissions wherever possible and appropriate.

ENERGY

Why is it important?

Energy is critical for organisations as it addresses environmental concerns, facilitates efficient resource management, meets stakeholder expectations for transparency, ensures legal compliance, and enhances business performance.

How is this topic managed?

The Group prioritises energy efficiency and sustainability by closely monitoring energy usage, reducing dependence on fossil fuels, and integrating renewable energy sources. The Group's long-term goal is to lower energy intensity and demonstrate its commitment to a sustainable future and environmental stewardship.

Our Performance

Fuel consumption refers to primary sources of energy from Diesel Fuel, Motor Gasoline, and LPG. The breakdown of fuel consumption by respective business segments are as follows:

Business (Location)	Fuel Consumption (Litres)	
	FY2023	FY2022
<u>Singapore</u>		
Offshore & Engineering	2,116	-
Marine	47,698	40,273
Energy Services	162,397	131,705
<u>Indonesia</u>		
Offshore & Engineering	1,247	Note
Total	213,458	171,978

Note: There is no comparative data for FY2022 as the Indonesia subsidiary was not included in the reporting boundary in FY2022.

Direct energy refers to primary sources of energy from our solar generation on-site, whereas indirect energy is electricity purchased from external suppliers – the grid. The breakdown of electricity consumption by respective business segments is as follows:

Business (Location)	Electricity Consumption ('000 kWh)	
	FY2023	FY2022
<u>Singapore</u>		
Offshore & Engineering	227	396
Marine	3,742	3,579
Energy Services	3,080	2,102
<u>Indonesia</u>		
Offshore & Engineering	64	Note
Total	7,113	6,077
Energy Intensity (kWh/Revenue '000)	0.15	0.14

Note: There is no comparative data for FY2022 as the Indonesia subsidiary corporation was not included in the reporting boundary in FY2022.

In FY2023, the Group consumed approximately 7.113 million kWh of electricity (FY2022: 6.077 million kWh of electricity), which comprises a mix of direct and indirect sources of energy. The Group registered a 17.04% increase in electricity consumption as compared to FY2022. The rise in energy consumption in FY2023 is in tandem with our increased revenue and business growth. As we expanded our operations, in particular for the Energy Services segment, to meet the growing demand, it naturally led to higher energy requirements across various aspects of our operations.

Approaching Our Target

In FY2024, we will target to maintain our energy intensity. However, the Group's long-term goal is to enhance energy efficiency by reducing the impact of rising revenue on overall energy consumption. As we have already begun investing in solar energy, we will continue in our efforts to transition to renewable energy sources (e.g. wind, tidal, and biomass, etc.) wherever possible.

WASTE

Why is it important?

Waste management is critical for global sustainable development. The Group conscientiously monitors our waste discharge into the environment and seeks to reduce any ecological impact. It is thus vital to prioritise waste disposal methods such as recovery that minimise the corresponding residual effects on the environment.

As part of the Group's waste management business, the Group holds a valid Toxic Industrial Waste Collector's License. The Group also ensures that all collected hazardous waste is processed and disposed of in accordance with relevant rules and regulations:

- The Environmental Public Health (Toxic Industrial Waste) Regulations 1988
- Sewerage and Drainage Act, Chapter 294, and the Sewerage and Drainage (Trade Effluent) Regulations
- Singapore Standard SS 603: 2014 Code of Practice for Hazardous Waste Management

How is this topic managed?

At Mencast, waste management is conducted through a comprehensive process that ensures all collected wastes are treated effectively and responsibly. This begins with the meticulous recording and cataloguing of wastes, where each item's details, alongside customer and collection information, are scanned and filed according to its weighing ticket number. This facilitates a detailed tracking process, allowing for a daily summary of wastes collected, which is then compiled into a monthly report for internal review and action.

Laboratory analysis plays a crucial role in this process, where waste samples undergo rigorous quality control to determine the precise treatment required, ensuring that each type of waste is addressed with the most appropriate and effective methods.

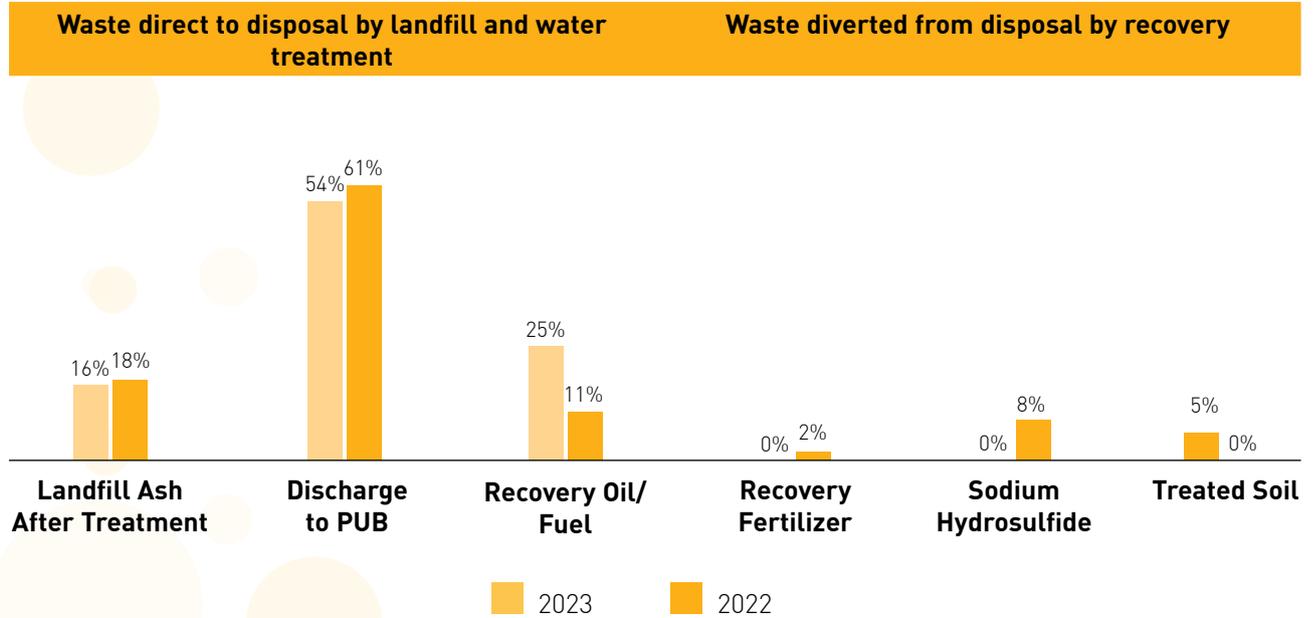
The treatment phase encompasses a variety of specialised processes, tailored to handle different waste forms. Sludge and solid wastes are processed using advanced techniques like Anaerobic Thermal Desorption, while oily water and wastewater are treated in dedicated facilities designed to recover and repurpose these materials. The outcome of these processes not only mitigates environmental impact but also generates by-products, contributing to the circular economy. Further steps include the responsible disposal of treated water into the sewerage system and the safe landfilling of solid residues, ensuring compliance with environmental standards and reducing the potential for pollution.

Mencast ensures compliance with government regulations by implementing e-tracking systems to monitor the journey of toxic industrial waste, from collection to its final disposal at landfill sites. This initiative enhances transparency and accountability in our waste management procedures.

Monthly reporting to the National Environment Agency ("NEA") encapsulates the Group's commitment to sustainability, showcasing a proactive approach to minimising waste and its environmental footprint. This detailed and responsible waste management process not only aligns with regulatory requirements but also demonstrates Mencast's dedication to environmental stewardship and operational excellence.

Our Performance

In FY2023, Mencast noted a 48% rise in the total volume of hazardous wastes collected compared to FY2022. The increase in the collection of hazardous wastes is due to the increased recovery of fuel and treated soil. The hazardous wastes collected consist of contaminated soil, slop oil, oil sludge, oily water, plating effluent, etc. These hazardous wastes were treated and disposed of through the following methods:



The decrease in fertilizer and sodium hydrosulfide recovery during FY2023 resulted from the Group's intentional shift in business strategy, transitioning focus from liquid waste to solid waste. This led to an increased production of post-treatment landfill ash, as well as treated water to be discharged to Public Utilities Board ("PUB") sewerage.

Approaching Our Target

The Group's target is to ensure waste treatment and disposal methods comply with regulatory requirements, thereby promoting environmental responsibility and fostering a commitment to sustainable waste management practices.

To further manage significant waste impact, the Group is investing in the following areas:

1. Implementation of a comprehensive slop oil treatment system for oil recovery, which includes storage tank automation, 3-phase centrifuge separation, and a falling film distillation facility.
2. Installation of a Fertilizer Plant and Caustic Recovery Plant.
3. Upgrade of the wastewater treatment plant where, wastewater Chemical Oxygen Demand (COD) underwent treatment using Advanced Oxidation Processes (AOPs) and biological treatment facilities, while Total Dissolved Solids (TDS) removal was achieved through Mechanical Vapor Recompression (MVP) distillation.

WATER

Why is it important?

The Group recognises the importance of water as it is reliant on water for the effective dilution and treatment of waste materials.

Water assumes a critical function for hygiene and sanitation standards. Its contribution extends to cleaning equipment surfaces and other essential areas, further underscoring the Group's dedication to responsible water usage and sustainable practices.

How is this topic managed?

Water is used in our operations for diluting and treating waste materials. The discharged water from these activities is stored in tanks primarily for reuse in floor cleaning and vehicle washing.

Additionally, the Group monitors the current water usage quarterly and plans to install submeters to facilitate the identification of high-consumption zones. This will help develop strategies to reduce water usage in those areas.

Our Performance

The Group's water consumption for FY2023 amounted to a total of 103.36 megalitres. Our water consumption is detailed below:

Location	Water Consumption (megalitres)	
	FY2023	FY2022
<u>Singapore</u>		
Offshore & Engineering	18.83	
Marine	14.47	
Energy Services	69.47	
		Note
<u>Indonesia</u>		
Offshore & Engineering	0.59	
Total	103.36	

Note: FY2023 is the first year that the group is evaluating and disclosing water consumption. Hence, there are no comparative numbers in FY2022.

ORGANISATIONAL & RELATIONSHIP MANAGEMENT

EMPLOYMENT

Why is it important?

Our workforce constitutes one of our most valuable assets, and the Group is dedicated to fair employment practices, upholding human rights principles, and investing in the development and training of our personnel. We ensure equal opportunities for all employees without any form of discrimination.

Our Performance

As of 31 December 2023, we have a total of 291 full-time employees in Singapore and Indonesia and 1 part-time employee in Singapore.

Location	FY2023		FY2022		
	Singapore	Indonesia	Singapore	Indonesia	
Full-Time					
Permanent Employee	278	1	271		
Temporary Employee	-	12	-		
Part-Time	1	-	1		Note
Total Number of Employee	279	13	272		

Note: Headcount data for Indonesia was not reported in FY2022 due to the exclusion of Indonesia from the reporting boundary. In the current year reporting, Management confirmed that the Indonesia subsidiary corporation has 77 employees as at 1 January 2023.

	FY2023	FY2022
Total No. of Employees	 292	 272

Distribution by Gender (%)



	FY2023	FY2022
New Hires	Total No.	Total No.
	73	74

79% of new hires in FY2023 (FY2022: 93%) were male due to the nature of the industry.

Age Group

	FY2023			FY2022		
	< 30	30 - 50	> 50	< 30	30 - 50	> 50
Total No. of New Hire by Age Group	23	42	8	25	34	15
% of New Hire by Age Group	31%	58%	11%	34%	46%	20%

	Employee Turnover					
	FY2023			FY2022		
	Total No.			Total No.		
	130*			68		
	< 30	30 - 50	> 50	< 30	30 - 50	> 50
Total No. of Employee Turnover by Age Group	27	91	12	7	47	14
% of Employee Turnover by Age Group	21%	70%	9%	10%	69%	21%

* The significant increase in employee turnover in FY2023 is mainly due to the scaling down of operations across the Group's Offshore & Engineering segment.

Due to the labour-intensive nature and physically demanding conditions of the work, the majority of our workforce comprises of male employees. Mencast actively strives to uphold diversity, particularly in middle management, to foster creativity, and innovation, and to enhance the overall organisational culture. There were no instances of discrimination reported by our employees during FY2023.

The Group actively promotes an open-door policy, encouraging employees to voice concerns or report grievances directly to their immediate supervisors, department heads, the human resource department, chief executive officer, and/or independent directors. This reflects our unwavering commitment to providing employees with a workplace that prioritises health, safety, and security. In FY2023, there were no reported workplace grievance cases across our various business segments.

Employee Remuneration and Benefit

The Group recognises and values the substantial contributions of each employee. Mencast underscores the significance of fair compensation and establishes packages that are not only competitive but also satisfactory, to attract, retain, and motivate personnel possessing the necessary experience and expertise to effectively manage the Group's business and operations. When formulating remuneration packages, the Group considers regulatory requirements as well as salary and employment conditions prevalent in the industry and comparable companies. In FY2023, in addition to offering competitive compensation, Mencast also provided a variety of benefits to employees, including but not limited to the following:

Employment Benefits	Descriptions
Life Insurance	If our employee becomes critically ill or permanently disabled, their family will receive a sum of money to provide them with financial protection and coverage against risks.
Medical Insurance	Employees are reimbursed for outpatient treatments, surgery, or hospitalisation expenses covered under medical insurance.
Disability Insurance	Our employees are covered under personal accident insurance and work-related injury. For instance, the organisation will reimburse any rehabilitation costs or monthly payouts for each case of disability.
Parental Leave	Both female and male employees are entitled to maternity leave and paternity leave when applicable. We provide other leave benefits catering to our employees' children during the stages of infant care and childcare.
Retirement Provision	In FY2023, the Group had a return-to-work rate of 100%. The Group will continually work toward building a pro-parent workplace through enhancing our Group welfare practices and culture. For employees qualified for pensions approaching the retirement age, the government will provide them with monthly cash payouts from their CPF contributions.
Workers' Dormitory and Canteen	Workers are granted dormitory accommodation, coupled with necessities such as proper sanitation and water.
Performance Bonus	Performance bonus in line with company performance, is given as a reward for employees meeting performance goals or agreed-upon objectives, enhancing employee motivation and engagement through results-based rewards.
Salary Revision	Yearly reviews in line with statutory requirements help cushion the impacts of inflation and are opportunities to progressively raise employees' salary in line with employee and company performance, keeping employees motivated and engaged.

The Group adheres fully to local labour regulations in all our operations, including compliance with minimum wage laws where applicable. Given the predominantly labour-intensive nature of our industry, we are committed to continually reviewing our employment policies, benefits, and remuneration practices. This commitment ensures alignment with updated employment laws and keeps us in step with the best industry practices, with the overarching goal of providing optimal working conditions for our workforce.

The Group has organised several welfare activities including:

- Chinese New Year Lucky Draw, Lion Dance & Lunch Buffet
- Distribution of mandarin oranges to all employees
- Kitchen helps at Willing Hearts (Corporate Social Responsibility)
- Fruit day for dormitory workers and the whole company
- Bowling activity to improve the relation and bonding among employees

The Group consistently fosters a transparent and inclusive environment for all employees, emphasising a top-down approach to promote fair and ethical business dealings. Mencast maintains a zero-tolerance stance toward unethical labour practices, including but not limited to child labour, forced labour, slavery, and human trafficking throughout all our operations.

TRAINING & DEVELOPMENT

Why is it important?

The Group acknowledges the importance of keeping employees informed and updated in the dynamic work environment. To foster the development of their potential and ensure a fulfilling career, we provide on-the-job and ad-hoc training opportunities for our employees. We actively encourage employees to participate in courses relevant to their specific industries.

How is this topic managed?

Mencast initiates a thorough assessment of training needs, ensuring that employees receive training directly aligned with their current scope of work. Aligned with forecasted business needs, employees undergo training designed to enhance business efficiency. This includes participation in relevant external training and on-the-job training. After training sessions, supervisors conduct evaluations and appraisals of employees' work to gauge the impact of the acquired skills.

Our Performance

In FY2023, the Group clocked a total of 1,903 hours (FY2022: 2,447 hours) in training, representing a decrease of 22.23% in total training hours.

	FY2023	FY2022
Average Hours of Training Per Employee	 6.82 hours	 9.00 hours

The decrease in the average hours of training per employee in FY2023 can be attributed to a slight decrease in new hires who were required to undergo compulsory courses and a significant rise in resignations in one business unit, rendering the compulsory courses unnecessary. Additionally, in FY2022 a few selected employees attended supervisory courses with longer training hours, which provided certifications valid for a lifetime. Thus, these employees do not need to undergo recertification as their certifications remain valid indefinitely.

Programmes for Upgrading Employee Skills and Transition Assistance

The Group is dedicated to persistently allotting essential budgets in upgrading employees' skills and achieving the Group's strategic objectives. We believe that elevating the proficiency of our workforce not only enriches Mencast's human resources but also adds to the contentment of our employees, thereby fostering a beneficial influence on our overall operational excellence.

Training sessions are conducted to educate employees on sustainability, technical and safety knowledge across the business units. The following are some of the training sessions attended in FY2023:

- Climate Reporting Fundamentals for Listed Companies Webinar
- Apply Workplace Safety & Health in Shipyard (General Trade)
- Occupational First Aid Course
- Operate Boom Lift
- WSQ Operate Forklift (5 Days)
- CERT First Aid with CPR & AED
- Crane Operator Training
- Forklift Refresher Course
- Hazmat Transport Driver Permit (HTDP)
- Perform Work in Confined Space Operation
- Shipyard Safety Supervisor Course
- Workshop for CEO/Top Management (BizSafe Level 1)
- Workshop to enhance the safety of crane operation/WESCO

Our Performance and Career Development Review

Annual performance appraisal and career review process involves interactive discussions between supervisors and subordinates to evaluate employees' performance. Following the completion of the appraisal, decisions regarding career progression, including promotions, salary increments, and annual variable bonuses are made based on the appraisal outcomes. Fair assessment and remuneration of employees consider their experience, qualifications, and overall performance.

As at 31 December 2023, 98.92% (FY2022: 94.85%) of total qualified employees had gone through their annual performance and career development review.

The Group is committed to consistently offering training and educational opportunities through development programs where appropriate. Furthermore, we aim to cultivate a conducive corporate environment that enables employees to maximise their potential.

OCCUPATIONAL HEALTH & SAFETY

Why is it important?

Safety is an integral part of our business, and a key focus area for our board of directors and senior management.

Occupational Health & Safety Management Framework

In FY2023, the Group maintains certification with Singapore's standards for occupational safety and health management, including compliance with ISO 45001 for occupational health and safety management, ISO 14001 for environmental management, and BizSafe Level 3, 4, and Star.

Structured processes are in operation to identify, mitigate, and report risks, fostering communication of best practices throughout the Group. Collaborative efforts with employees and stakeholders ensure a clear understanding of our requirements and expectations.

Our safety management system undergoes regular audits conducted by independent consultants to ensure ongoing adherence to established standards.

To facilitate the physical supervision of workplace safety and the dissemination of Workplace Safety and Health ("WSH") related information, each subsidiary has established its own Health, Safety, and Environment ("HSE") Committee. The HSE Committee, led by a chairman appointed by the Director - Mr. Wong Boon Huat, assumes responsibility for overseeing the operations of subsidiary corporations. This ensures the maintenance of safety standards and adherence to industry-leading practices.

The Committee conducts regular and unannounced inspections to monitor the workplace safety of their employees. In addition, the HSE Committee's roles and responsibilities encompass thorough reviewing, effective implementation and reinforcement of safety standards and regulations to comprehensively address all aspects of safety. Committee meetings are convened at least once a month to evaluate safety inspection findings, ensure the timely execution of corrective measures, and coordinate and organise HSE campaigns.

Continuous feedback is actively sought from non-committee members regarding areas of improvement and all relevant HSE matters. The inclusive representation of the entire workforce enables their full participation in the establishment and implementation of occupational health and safety policies, procedures, investigations, and risk assessments.

HSE campaigns are in place to raise awareness of the safety among employees such as:

- Annual Safety Campaigns; and
- Regular Safety Talks

Key Elements of Our Health & Safety System



Inherent Occupational Risk

As a Group, we periodically assess the occupational injuries and disease risks that may occur due to workplace conditions. In FY2023, the Group implements a “HIRAC Process” - Hazard Identification, Risk Assessment and Control Measures to identify workplace hazards. The process includes:

- Risk Assessments;
- Safety Inspections;
- Safety Meetings & Feedback;
- Safety Campaigns and Promotions; and
- Accident Investigation

Additionally, the Group also ensures fire safety of the buildings and premises, through routine engineering inspection and maintenance of the buildings aligned with the local Fire Codes.

Our Workplace Health & Safety Performance

Category	FY2023 Total	FY2022 Total
Death or Total Permanent Disabilities	-	-
Reportable Injuries	12	11
Man-days lost due to reportable injuries	399	164
Occupational Disease	-	-

In FY2023, a total of 399 man-days were lost due to injury, reflecting an increase compared to 164 man-days lost in FY2022. The notable increase in man-days lost is attributed to an incident during a lifting operation where two workers were involved in an accident. One of the workers is currently on hospitalisation leave for an estimated period of 6 months, while the other worker has successfully recovered and returned to work.

For each of these injuries reported, the manager from the Group Quality, Health & Safety, Environmental (“QHSE”) compiles an investigation report. This report primarily includes accident details and outlines a corrective action plan. The corrective action plan often involves training and education initiatives aimed at preventing similar injuries, as well as workplace inspections designed to minimise the likelihood of recurring accidents. It is noteworthy that the Group has consistently maintained a record of zero occupational diseases, fatalities, or total permanent disabilities.

Additionally, we ensure that our employees attend medical consultations for early detection. These medical consultations include:

- Audiometry tests for employees exposed to excessive noise hazards; and
- Medical examinations for employees exposed to oil and tar.

The Group strives to continue to maintain its health & safety standards with continuous improvement in its Operational Health and Safety processes and performances.

As part of this commitment, Mencast conducted 12 weeks of Safety Campaign from October 2023 to January 2024, featuring weekly Safety Talks to remind workers of WSH requirements and provide a platform for feedback or concerns.

CORPORATE GOVERNANCE

ANTI-CORRUPTION

Why is it important?

Mencast is committed to maintaining the utmost standards of corporate governance and business integrity throughout our organisation. These are crucial for the long-term sustainability of the Group's businesses and contribute to the continual enhancement of shareholder value.

How is this topic managed?

The Board is committed to conducting objective investigations into suspected fraud and has implemented a whistle-blowing policy and procedures. These mechanisms offer employees clearly defined and accessible channels within the Group, including a direct avenue to the Audit Committee, for reporting suspected bribery, corruption, dishonest practices, or similar concerns.

The whistle-blowing policy is designed to foster the reporting of such matters in good faith, assuring employees that those making reports will be treated fairly and, to the extent possible, protected from reprisals. The Audit Committee conducts periodic reviews of the policy and its effectiveness. Any recommendations for updates or amendments are presented to the Board as necessary.

Our Performance

In FY2023, there were no confirmed incidents of corruption or regulatory non-compliance across Mencast's group of businesses. Additionally, no incidents related to whistleblowing were reported during this reporting period under review. The Group remains dedicated to fostering a culture of full compliance and continues its efforts to strengthen this commitment.

Moving Forward

The Audit Committee remains involved in supporting the Board's oversight of anti-corruption processes. It plays an important role in driving the Group's emphasis on implementing efficient compliance and governance systems. At the operational level, individual departments within the Group retain responsibility for evaluating the sufficiency and effectiveness of mitigating measures. They also manage risks associated with financial, operational, information technology, compliance, and reputational aspects.

Please refer to the Corporate Governance Statement of the Annual Report for more information.

GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX

Statement of use	Mencast Holdings Ltd. has reported the information cited in this GRI content index for the period 1 January 2023 to 31 December 2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION	
GRI 2: General Disclosures 2021	2-1	Organizational details	Pages 1 - 3, 16
	2-2	Entities included in the organization's sustainability reporting	Page 18
	2-3	Reporting period, frequency and contact point	Page 18
	2-4	Restatements of information	Page 18
	2-5	External assurance	Page 18
	2-6	Activities, value chain and other business relationships	Pages 1, 9, 16
	2-7	Employees	Pages 33 - 34
	2-8	Workers who are not employees	Not Applicable.
	2-9	Governance structure and composition	Refer to Annual Report: Corporate Governance Statement Pages 44 - 49
	2-10	Nomination and selection of the highest governance body	Refer to Annual Report: Corporate Governance Statement Pages 50 - 53
	2-11	Chair of the highest governance body	Refer to Annual Report: Corporate Governance Statement Pages 49 - 50
	2-12	Role of the highest governance body in overseeing the management of impacts	Refer to Annual Report: Corporate Governance Statement Pages 44 - 47
	2-13	Delegation of responsibility for managing impacts	Refer to Annual Report: Corporate Governance Statement Pages 44 - 47
	2-14	Role of the highest governance body in sustainability reporting	Page 20
	2-15	Conflicts of interest	Refer to Annual Report: Corporate Governance Statement Pages 44 - 45
	2-16	Communication of critical concerns	Refer to Annual Report: Corporate Governance Statement Pages 68 - 70
	2-17	Collective knowledge of the highest governance body	Refer to Annual Report: Corporate Governance Statement Pages 45, 47 - 49
	2-18	Evaluation of the performance of the highest governance body	Refer to Annual Report: Corporate Governance Statement Pages 50 - 56

GRI STANDARD	DISCLOSURE	LOCATION
	2-19 Remuneration policies	Refer to Annual Report: Corporate Governance Statement Pages 56 - 57
	2-20 Process to determine remuneration	Refer to Annual Report: Corporate Governance Statement Pages 53 - 58
	2-22 Statement on sustainable development strategy	Page 19
	2-23 Policy commitments	Pages 19 - 22
	2-24 Embedding policy commitments	Pages 20 & 23
	2-25 Processes to remediate negative impacts	Page 26
		Refer to Annual Report: Corporate Governance Statement Pages 62 - 67
	2-26 Mechanisms for seeking advice and raising concerns	Page 26
		Refer to Annual Report: Corporate Governance Statement Pages 62 - 67
	2-27 Compliance with laws and regulations	Page 26
	2-28 Membership associations	Page 22
	2-29 Approach to stakeholder engagement	Page 22
	2-30 Collective bargaining agreements	Not Applicable.
		Refer to Pages 33 to 36 on our commitment to compliance on labour regulations.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 23
	3-2 List of material topics	Page 23
	3-3 Management of material topics	Pages 25 - 39
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Page 25
	201-2 Financial implications and other risks and opportunities due to climate change	Pages 26 - 27
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Page 25
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	Page 39
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 29
	302-3 Energy intensity	Page 29
	302-4 Reduction of energy consumption	Pages 29 - 30
GRI 303: Water and Effluents 2018	303-1 Interactions with water as shared resource	Page 32
	303-2 Management of water discharge-related impacts	Page 32
	303-5 Water Consumption	Page 32
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 28
	305-2 Energy indirect (Scope 2) GHG emissions	Page 28
	305-3 Energy Other indirect (Scope 3) GHG emissions	Page 28
	305-4 GHG emissions intensity	Page 28

GRI STANDARD	DISCLOSURE	LOCATION
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 30
	306-2 Management of significant waste-related impacts	Pages 30 - 31
	306-3 Waste generated	Page 31
	306-4 Waste diverted from disposal	Page 31
	306-5 Waste directed to disposal	Page 31
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Pages 33 - 34
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 34
	401-3 Parental leave	Page 34
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 37
	403-2 Hazard identification, risk assessment, and incident investigation	Pages 37 - 38
	403-5 Worker training on occupational health and safety	Pages 37 - 38
	403-9 Work-related injuries	Page 38
	403-10 Work-related ill health	Page 38
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 35
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 36
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 36

FINANCIAL CONTENTS

44	CORPORATE GOVERNANCE STATEMENT
72	DIRECTORS' STATEMENT
77	INDEPENDENT AUDITOR'S REPORT
83	CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
85	BALANCE SHEETS
86	CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
87	CONSOLIDATED STATEMENT OF CASH FLOWS
89	NOTES TO THE FINANCIAL STATEMENTS
161	STATISTICS OF SHAREHOLDINGS
162	SUBSTANTIAL SHAREHOLDERS
163	NOTICE OF ANNUAL GENERAL MEETING
168	ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-APPOINTMENT OR APPOINTMENT PROXY FORM

CORPORATE GOVERNANCE STATEMENT

The Board of Directors (the “**Board**”) of Mencast Holdings Ltd. (the “**Company**”) is committed to achieving a high standard of corporate governance within the Company and its subsidiary corporations (the “**Group**”) and to put in place effective self-regulatory corporate practices to protect the interests of the Company’s shareholders (“**Shareholders**”) and enhance long-term Shareholders’ value. This statement outlines the main corporate governance practices that were in place during the year.

The Company adopts practices based on the Code of Corporate Governance 2018 (the “Code”). The Board is pleased to report on the compliance of the Company with the Code except where otherwise stated and such compliance is regularly reviewed to ensure transparency and accountability. Reasons have been provided for any deviation from complying with and adhering to the provisions of the Code.

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.

Provisions of the Code

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.*

Group’s Corporate Governance practices

The current Board of the Company has five directors which comprises of an Executive Chairman who is also the Chief Executive Officer (“**CEO**”), an Executive Director, and three (3) Non-Executive Independent Directors (“**Independent Directors**”). The Board is collectively responsible for the long-term success of the Company and works with Management to achieve this objective and Management remains accountable to the Board.

The Board’s role is to:

- provide entrepreneurial leadership, set strategic objectives, and ensure that the necessary financial and human resources are in place for the Group to meet its objectives;
- establish a framework of prudent and effective controls that enable risks to be assessed and managed, including safeguarding Shareholders’ interest and the Company’s assets;
- review the performance of Management;
- set the Group’s values and standards (including ethical standards), and ensure that obligations to Shareholders and other stakeholders are understood and met;
- identify the key stakeholder groups and recognise that their perceptions affect the Company’s reputation; and
- consider sustainability issues such as environmental and social factors, as part of its strategic formulation and governance factors as part of the Board’s strategic formulation.

All directors exercise due diligence and independent judgment in dealing with the business affairs of the Group and are obliged to act in good faith and to make objective decisions in the interest of the Group.

Apart from its statutory duties and responsibilities, the Board supervises the management of the businesses and affairs of the Group. The Board reviews and approves the Group’s strategic plans, key operational initiatives, major funding and investment proposals, reviews management performance, identifies the key stakeholder groups and recognises that their perceptions affect the Company’s reputation, identifies principal risks of the Group’s businesses and establishes a framework of prudent and effective controls which enables risks to be assessed and managed, set the Company’s values and standards (including ethical standards), and ensures that obligations to Shareholders and other stakeholders are understood and met as well as considers sustainability issues such as environmental and social factors as part of its strategic formulation.

CORPORATE GOVERNANCE STATEMENT

The Board is responsible for the approval of the Company's half-year and annual financial results, annual report and accounts, major investments and funding, material acquisitions and disposal of assets, and interested person transactions of material nature.

The Board has clear policies and procedures for dealing with conflicts of interest. Where a director faces a conflict of interest, the director will disclose this and recuse himself from meetings and decisions involving the issue. The Company has established procedures for all interested person transactions which are reviewed and approved by the Audit Committee and these transactions are conducted on an arm's length basis.

The Board also deliberates and makes decisions on capital structure, funding, dividend payments, and other matters such as those that may involve a conflict of interest.

The Group's business is effectively managed by the Board and properly conducted by Management and the Board ensures that proper observance of corporate governance practices, appropriate tone from the top, desired organisational culture, and ensure proper accountability within the Group. The Board has put in place a Code of Conduct and Ethics for the Board. The Code of Conduct and Ethics will be made available on the Company's intranet after approval and adoption by the Board.

- 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.*

The Company is responsible for arranging and funding the training of directors. The directors are provided with updates on the relevant laws, financial reporting standards, Listing Manual Section B: Rules of Catalist (the "**Catalist Rules**") of the Singapore Exchange Securities Trading Limited ("**SGX-ST**"), codes and regulations to enable them to make informed decisions. Directors are informed and encouraged to attend relevant courses conducted by the Singapore Institute of Directors ("**SID**"), Singapore Exchange Limited, business and financial institutions, and consultant. In addition, the Executive Chairman and CEO, Sim Soon Ngee Glennle, and the Executive Director, Wong Boon Huat have attended the top executive workplace safety and health programme organised by NTUC LearningHub during the financial year ended 31 December 2023 ("**FY2023**").

Newly appointed directors, if any, will be provided with a formal letter of appointment and receive comprehensive induction briefings and orientations by the Executive Directors and Management to ensure that they are familiar with the Group's business, strategic directions and policies, the regulatory environment in which the Group operates and the Company's corporate governance practices. During FY2023, no new directors were appointed.

- 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 Group has in place detailed guidelines that set forth all the matters reserved for the Board's decision and which provide Management with clear directions on the matters that require the prior approval of the Board, such as financial authorisation limits for operating and capital expenditure and other matters that fall outside the annually approved budgets, the drawing down or obtaining of credit lines and the acquisition and disposal of material assets and investments.

- 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.*

To facilitate effective management, certain functions have been delegated by the Board to the following committees ("**Board Committees**"):

CORPORATE GOVERNANCE STATEMENT

- Audit Committee (“**AC**”)
- Nominating Committee (“**NC**”)
- Remuneration Committee (“**RC**”)
- Corporate Strategy and Communications Committee (“**CSCC**”)

These Board Committees operate under clearly defined terms of references and operating procedures and are given specific responsibilities and are empowered to deal with matters within the limits of the authority set out in the terms of reference of their appointments. They assist the Board operationally without the Board losing authority over major issues.

The Chairman of the respective committees reports the outcome of all committee meetings to the Board.

- 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 meets formally at least four times a year. Besides the scheduled Board meetings, the Board meets on an ad-hoc basis as warranted by the circumstances.

The Company’s Constitution also provides for telephone conference and video conferencing meetings. When a physical meeting is not possible, timely communication with members of the Board can be achieved through electronic means. The Board and Board Committees may also make decisions through circulating resolutions. Directors may, at any time, request for further explanation, briefings, or informal discussions on any aspect of the Group’s operations or business issues from Management.

The attendance of the Directors at meetings of the Board and Board Committees, including the Annual General Meeting (“**AGM**”) and Extraordinary General Meeting (“**EGM**”) held during FY2023 as well as the frequency of these meetings, are disclosed as follows:

	Board	AC	NC	RC	CSCC	AGM	EGM
No. of meetings held	4	4	3	1	1	1	1
	No. of meetings attended						
Sim Soon Ngee Glenndle	4	4*	3	1*	1	1	1
Wong Boon Huat	4	4*	3*	1*	1	1	1
Sunny Wong Fook Choy	4	4	3	1	1*	1	1
Leow David Ivan	4	4	3*	1	1	1	1
Ng Chee Keong	4	4	3	1	1*	1	1

* By Invitation

The meeting schedule for the Board and each of the Board Committees is firmed up before the end of each financial year for the next year so that all directors can arrange their schedules accordingly. If directors are unable to attend any meeting, valid reasons are required to be provided. If any director’s attendance falls below 75%, his performance shall be critically reviewed by the NC.

- 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.*

Directors are regularly updated by Management on developments within the Group. To assist the Board in fulfilling its responsibilities, the Board will be provided with management reports containing complete, adequate, and timely information and papers containing relevant background or explanatory information required to support the decision-making process prior to Board meetings and whenever necessary. Detailed papers are circulated as necessary for items requiring the Board’s approval.

CORPORATE GOVERNANCE STATEMENT

- 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 Management of the Company provides Board members with quarterly management accounts and other financial statements to enable the Board to fulfil its responsibilities. Management provides the Board members with information relevant to matters on the agenda for the meeting prior to each committee meeting. Board members have full and independent access to Senior Management and the Company Secretary at all times. In the furtherance of their duties, the Board or an individual Board member may seek independent professional advice, if necessary, at the Company's expense.

The Company Secretary or his representative attends all the Board and Board Committees' meetings as required by the Board and is responsible for ensuring that Board procedures are being followed and the Company complies with the requirements of the Companies Act 1967 of Singapore (the "**Companies Act**"), and other rules and regulations, which apply to the Company.

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

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.

Provisions of the Code

- 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.*

Group's Corporate Governance practices

The Company believes that there should be a strong and independent element in the Board to exercise objective judgment on corporate affairs.

The Board currently has five members, comprising two (2) Executive Directors and three (3) Independent Directors. As at the date of this report, the Board comprises the following members:

Sim Soon Ngee Glennle	Executive Chairman and CEO
Wong Boon Huat	Executive Director
Sunny Wong Fook Choy	Lead Independent Director
Ng Chee Keong	Independent Director
Leow David Ivan	Independent Director

- 2.2 *Independent directors make up a majority of the Board where the Chairman is not independent.*

The Company has complied with Provision 2.2 during FY2023 as the Board currently comprises five (5) members of which three (3) are Independent Directors. The three (3) Independent Directors make up a majority of the board given that the Chairman is not independent. Mr. Sunny Wong Fook Choy ("**Mr. Sunny Wong**"), Mr. Ng Chee Keong and Mr. Leow David Ivan are considered to be independent until the forthcoming AGM to be held on 29 April 2024 ("**FY2023 AGM**") for the financial year 31 December 2023, in view of the following:

- (a) the Independent Directors: (i) are not employed by the Company or any of its related corporations in the current or any of the past three (3) financial years; and (ii) do not have an immediate family member who is employed or has been employed by the Company or any of its related corporations in the current or any of the past three (3) financial years, and whose remuneration is determined by the RC;

CORPORATE GOVERNANCE STATEMENT

- (b) none of the Independent Directors and their immediate family members had, in the current or immediate past financial year, (i) provided or received material services or significant payments to and/or from the Group when aggregated over any financial year in excess of S\$50,000 for services other than compensation for board service; or (ii) was a substantial shareholder, partner, executive officer or a director of any organisation which provided or received material services or significant payments to and/or from the Group when aggregated over any financial year in excess of S\$200,000 for services rendered; and
- (c) none of the Independent Directors are directly associated with a substantial shareholder of the Company.

As the three (3) Independent Directors, Mr. Sunny Wong, Mr. Ng Chee Keong and Mr. Leow David Ivan, have served on the Board beyond nine years from the date of their first appointments, they will be retiring at the FY2023 AGM.

Following the retirement of the three (3) current Independent Directors, the NC has recommended and the Board has concurred that Mr. Lim Yeow Hua @ Lim You Qin and Mr. Marini Martin Vincent be appointed as new Independent Directors of the Company to replace Mr. Sunny Wong, Mr. Ng Chee Keong and Mr. Leow David Ivan, who are retiring as Directors of the Company after the conclusion of the forthcoming AGM. The appointment of Mr. Lim Yeow Hua @ Lim You Qin and Mr. Marini Martin Vincent as new Independent Directors are subject to the approval of Shareholders at the forthcoming AGM. Please refer to pages 168 to 175 of the Annual Report for the detailed information of Mr. Lim Yeow Hua @ Lim You Qin and Mr. Marini Martin Vincent.

The Company is in the process of identifying a third independent director candidate and will endeavour to fill the vacancy of the respective Board Committees within 2 months, and in any case, no later than 3 months. The Company will make relevant announcements on the composition of the Board and Board Committees of the Company after such an appointment.

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

The Independent Directors have at least 4 regular meetings with Management to keep abreast of the Group's business, financial performance, and strategy plans. The Independent Directors have been actively participating in discussions and decision-making at the Board and the Board Committees' levels and had open discussions with Management. Management regularly puts up proposals or reports for the Board's consideration and approval, for instance, proposals relating to specific transactions or general business direction or strategy of the Group. The Independent Directors will then evaluate these proposals or reports and where appropriate, provide guidance to Management.

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 Board is of the opinion that the current size and composition of the Board and Board Committees are appropriate for decision-making, taking into account the scope and nature of the Group's operations.

The Board consists of high calibre members with a wealth of experience and knowledge in business. They contribute valuable direction and insight, drawing from their vast experience in matters relating to accounting, finance, legal, business, industry knowledge, and general corporate matters. The NC is of the opinion that the current Board composition represents a well-balanced mix of expertise and experience to provide core competencies necessary to meet the Company's requirements. The Board constantly reviews the adequacy of the board size taking into consideration the size and operations of the Company.

The Board has put in place a Board Diversity Policy which will take into consideration criteria such as qualification, age, gender, skill, experience, and knowledge in various fields and relevant industries.

The Board considers candidates based on their qualifications and required contribution to the Group's business and governance, while also working towards achieving diversity. The Board believes this approach reflects an appropriate balance between delivering business performance, growing shareholder returns, and progressing diversity.

CORPORATE GOVERNANCE STATEMENT

The Board also recognises the importance and value of gender diversity in the composition of the Board. There is currently no female Board director and the Board will work towards achieving this in the future.

- 2.5 *Non-executive directors and/or independent directors, led by the 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.*

The Independent Directors meet regularly without the presence of Management to discuss matters such as the Group's financial performance, corporate governance initiatives, board processes, succession planning as well as leadership development, and the remuneration of the Executive Directors and to ensure that Board matters can be effectively discussed independently from Management as and when necessary. Such meetings are arranged by the Lead Independent Director as warranted by the circumstances. The Lead Independent Director provides feedback to the Executive Chairman after such meetings.

Chairman and Chief Executive Officer

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

Provisions of the Code

- 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.*
- 3.2 *The Board establishes and sets out in writing the division of responsibilities between the Chairman and the CEO.*

Group's Corporate Governance practices

Mr. Sim Soon Ngee Glendle ("**Mr. Glendle Sim**") is both the Executive Chairman of the Board and the CEO of the Company. As the Executive Chairman and the CEO, he gives guidance on the corporate direction of the Group, which includes the scheduling and chairing of Board meetings and controlling the quality, quantity, and timeliness of information supplied to the Board.

The other roles of the Executive Chairman include the following:

- promote a culture of openness and debate at the Board meeting;
- ensure effective communication with Shareholders;
- encourage constructive relations within the Board and between the Board and Management;
- facilitate the effective contribution of independent directors; and
- promote high standards of corporate governance.

As the CEO, Mr. Glendle Sim sets the business strategies and directions for the Group and manages the business operations of the Group.

The Board is of the opinion that based on the Group's current size and operations, it is not necessary to separate the roles of the Executive Chairman and the CEO. The Board is also of the view that it is in the best interests of the Company to adopt a single leadership culture.

The Board also views that vesting the roles of both the Executive Chairman and CEO on Mr. Glendle Sim, who has been playing a pivotal and instrumental role in developing the Group's businesses and providing the Group with strong leadership and vision, would allow for more effective planning and execution of business strategies.

To enhance the independence of the Board, Mr. Sunny Wong, the Lead Independent Director of the Company, coordinates the activities of the Independent Directors and acts as the principal liaison between the Independent Directors and the Executive Chairman on sensitive issues.

The AC, NC, RC, and CSCC of the Company are also chaired by Independent Directors. The Board is of the view that there are sufficient safeguards and checks in place to ensure that the process of decision-making by the Directors is independent and based on collective decision-making without the Executive Chairman and CEO of the Company being able to exercise considerable concentration of power or influence.

CORPORATE GOVERNANCE STATEMENT

The Board has put in a Terms of Reference of the Executive Chairman/CEO and Lead Independent Director which will spell out their respective key roles and responsibilities. The Board believes that the Company's practices are consistent with the intent of Principle 3 of the Code.

- 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.*

Mr. Sunny Wong is the Lead Independent Director of the Company. He plays a facilitative role within the Board, and where necessary, he may facilitate communication between the Board and shareholders or other stakeholders of the Company. The Company has communicated clearly to the shareholders and other stakeholders on how Mr. Sunny Wong can be contacted hence providing a channel to Independent Directors for confidential discussions on any concerns and resolving conflicts of interest as and when necessary.

Following the retirement of Mr. Sunny Wong as Director of the Company at the forthcoming AGM, Mr. Lim Yeow Hua @ Lim You Qin, subject to the approval of the Shareholders, will be appointed as Lead Independent Director.

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.

Provisions of the Code

- 4.1 *The Board establishes a Nominating Committee ("NC") to make recommendations to the Board on relevant matters relating to:*

Group's Corporate Governance practices

The Company believes Board renewal to be an on-going process and is required to ensure good corporate governance as well as to maintain relevance to the changing needs of the Group's business.

The principal functions of the NC include:

- making recommendations to the Board on the appointment and re-appointment of Directors;
- making plans for succession for directors, in particular for the Executive Chairman and CEO;
- assessing the effectiveness of the Board as a whole, the Board Committees, and the contribution of each individual Director to the effectiveness of the Board;
- reviewing the training and professional development programs for the Board;
- evaluating the independence of the Directors; and
- regularly reviewing the Board structure, size, and composition having regard to the scope and nature of the operations of the Group and the core competencies of the Directors as a group.

- (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 Board understands the importance of succession planning as being an important part of corporate governance. Board membership will be reviewed and refreshed in a progressive manner to avoid disruption to the institutional memory. The Board has put in place a succession planning policy for the Board and key management personnel. The NC also reviews succession and development plans for key management personnel, which will be subsequently approved by the Board.

- (b) *the process and criteria for evaluation of the performance of the Board, its Board committees and directors;*

The structure, size, and composition of the Board are reviewed periodically by the NC to ensure their relevance. The NC takes into consideration factors such as the scope and nature of the operations of the Company, the requirements of the business, and the need to avoid undue disruptions from changes to the composition of the Board and Board Committees.

CORPORATE GOVERNANCE STATEMENT

The NC evaluates the Board's effectiveness as a whole, Board Committees, and the contribution of each director to the effectiveness of the Board. The Board has adopted a system of evaluating the effectiveness of the Board's, Board Committees', and individual director's performance, through principally a self-assessment process on factors such as size, skills, expertise, and communications of the Board and its ability to account, provide oversight and guide the Company. The completed evaluation forms were submitted to the Company Secretary for collation and the consolidated responses were presented to the NC for review before submitting to the Board for discussion and determining areas for improvement and enhancement of the effectiveness of the Board, Board Committees, and individual directors. Following the review, the Board is of the view that the Board and Board Committees operate effectively, and each director is contributing to the overall effectiveness of the Board.

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

The NC reviews the skill, training, and professional development needs and programs for the Board and its directors regularly to ensure that the directors possess the required skills and knowledge to function as an effective Board.

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

The process for the selection and appointment of all new directors is spearheaded by the NC. When an existing director chooses to retire or the need for the appointment of a new director arises, either to replace a retiring director or to enhance the Board's strength, the NC, in consultation with the Board, determines the selection criteria and identifies candidates with the appropriate skills, expertise, and experience for the appointment as a new director and if necessary conduct external searches for an appropriate candidate with relevant skills or industry experience. The NC interviews each prospective candidate with an appropriate profile to assess suitability and to ensure that the candidates are aware of the expectation and commitment required and make recommendations to the Board for approval and adoption.

The role of NC also includes reviewing of the re-nomination of directors who retire by rotation, taking into consideration the director's integrity, independence, contribution, and performance. Pursuant to the Company's Constitution, one-third of directors, including the CEO who also serves on the board (or, if their number is not a multiple of three, the number nearest to but not less than one-third) shall retire from office by rotation. This results in all directors having to retire at least once in three years. All newly appointed directors by the Board shall only hold office until the next AGM, and be eligible for re-election at the AGM. A director who is due for retirement shall abstain from voting on any resolution in respect of his re-nomination as a director.

At the upcoming AGM, Mr. Wong Boon Huat shall retire and being eligible, has agreed to stand for re-election.

The detailed information of all Directors to be appointed for the first time and seeking re-election as required under Appendix 7F of the Catalist Rules can be found on pages 168 to 175.

The Board would generally avoid approving the appointment of alternate directors, unless in exceptional cases of medical emergency. No alternate director has ever been appointed to the Board since the Company was listed on SGX-ST.

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 three (3) directors, a majority of whom are non-executive and independent. The NC Chairman is the Lead Independent Director and is not directly associated with any substantial shareholder of the Company. The current members of the NC comprise the following:

- Mr. Sunny Wong (NC Chairman, Lead Independent Director)
- Mr. Glenndle Sim (Member, Executive Director)
- Mr. Ng Chee Keong (Member, Independent Director)

CORPORATE GOVERNANCE STATEMENT

- 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.*

Please refer to Principle 4.1(d) above.

- 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.*

The NC determines annually whether or not a director is independent in accordance with the guidelines on independence as set out in the Code, and considers, reviews, and recommends to the Board any re-appointment of directors. Directors are required to disclose their relationships with the Company, its related corporations, its substantial shareholders, or its officers, if any. Each Independent Director has completed a Director's Independence Declaration to confirm his independence based on the guidelines as set out in the Code for FY2023. Self and peer review assessments have been conducted by all the Board members on Mr. Sunny Wong, Mr. Ng Chee Keong, and Mr. Leow David Ivan.

The NC and Board have rigorously reviewed the independence of Mr. Sunny Wong, Mr. Ng Chee Keong, and Mr. Leow David Ivan whose tenures exceed 9 years. Based on the assessments and review, the NC is satisfied that Mr. Sunny Wong, Mr. Ng Chee Keong, and Mr. Leow David Ivan continue to serve effectively as Independent Directors of the Company having considered the following factors:

- (a) The need to ensure both continuity and renewal on the Board, as reflected in the current balance of directorship tenures;
- (b) The complementary mix of skills contributed by the directors on the Company's board; and
- (c) The ability to continue to act as Independent Directors and their records and contributions as independent directors at the Company during their tenures.

The NC and the Board have determined that Mr. Sunny Wong, Mr. Ng Chee Keong, and Mr. Leow David Ivan continued to remain objective and independent-minded in Board deliberations. Their vast experience enables them to provide the Board and the various Board Committees on which they have been serving, with pertinent experience and competence necessary to facilitate sound decision-making. The length of service does not in any way interfere with their ability to exercise independent judgement nor hinder their ability to act in the best interest of the Company. After due consideration and careful assessment, and also having weighed the need for Board refreshment against tenure for relative benefit, the NC and the Board are of the view that Mr. Sunny Wong, Mr. Ng Chee Keong, and Mr. Leow David Ivan are able to continue to discharge their duties independently with integrity and competence. Mr. Sunny Wong, Mr. Ng Chee Keong, and Mr. Leow David Ivan have recused themselves from all NC and Board deliberations and decisions relating to each of their continued independence.

Notwithstanding the above, the Board and the NC notes Rule 406(3)(d)(iv) of the Catalist Rules which states that a director will not be independent if he has been a director of the Company for an aggregate period of more than nine years. Accordingly, Mr. Sunny Wong, Mr. Ng Chee Keong, and Mr. Leow David Ivan will retire at the conclusion of the FY2023 AGM.

CORPORATE GOVERNANCE STATEMENT

- 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.*

A formal letter stating the duties and responsibilities of the director is given upon the appointment of the director to join the Board and an orientation program to better understand their director's duties and the Company's business is also conducted.

All directors are required to declare their board representations. When a director has multiple board representations, the NC will consider whether the director can adequately carry out his duties as a director of the Company, taking into consideration the director's number of listed company board representations and other principal commitments.

The NC considers that the multiple Board representations held presently by the Directors do not impede their performance in carrying out their duties to the Company after taking into account their actual conduct on the Board and has ascertained that for the period under review, the Directors were able to carry out and had been adequately carrying out their duties as Directors of the Company.

The Board is satisfied that all of the Directors have given sufficient time and attention to the affairs of the Company and have discharged their duties adequately. There is no limit set on the number of other board representations that a Director may hold has been imposed by the NC as the Directors have demonstrated their commitment and effectiveness in discharging their duties and responsibilities and avoiding actual or potential conflicts of interest from serving on other boards.

Board Performance

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

Provisions of the Code

- 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.*

Group's Corporate Governance practices

The Board's performance is a function of the experience and expertise that each of the Directors brings with them. The NC would assess on an annual basis, the effectiveness of the Board as a whole. Each Director is required to complete a Board Performance Evaluation Form ("**Evaluation Form**") annually, to facilitate the NC in its assessment of the performance of the Board, the Board Committees, and the Directors. Through the Evaluation Form, feedback is collated from the Board on various aspects of the performance of the Board, the Board Committees, and the individual Directors, and the Company Secretary will compile the results of the evaluation form for the purpose of discussion during the NC meeting. During the meeting, the NC Chairman will then, based on the results, ascertain key areas for improvement and requisite follow-up actions. Following the review for FY2023, the Board is of the view that the Board and Board Committees operate effectively and each director is contributing to the overall effectiveness of the Board.

CORPORATE GOVERNANCE STATEMENT

The dates of first appointment and last re-election of each Director, together with their current and preceding three years' directorship in other listed companies and other principal commitments, are set out below:

Further Information on Board of Directors**Sim Soon Ngee Glendle**

Executive Chairman & Chief Executive Officer

Date of first appointment as a director: 30 January 2008

Date of last re-election as a director: 26 April 2023

Board Committee(s) served on	Current Directorship(s) / Principal Commitment(s)	Directorship(s) or Principal Commitment(s) held over the preceding 3 years
NC Member CSCC Member	Houston Technology Center Asia Pte. Ltd. MIS Investment Pte Ltd Mencast Energy Pte. Ltd.* Mencast Innovation Centre Pte. Ltd.* Mencast Investment Holdings Pte. Ltd.* Menji International Pte. Ltd.* Menji AM Tech Pte. Ltd.* Menji Pte. Ltd.# Menji Technology Development (Shanghai) Co., Ltd.# Singapore Heavy Engineering Pte. Ltd. Virestorm Pte. Ltd.*	Vac-Tech Engineering Pte Ltd

* Subsidiary corporations of Mencast Holdings Ltd.

Associated company

Wong Boon Huat

Executive Director

Date of first appointment as a director: 4 August 2011

Date of last re-election as a director: 30 April 2021

Board Committee(s) served on	Current Directorship(s) / Principal Commitment(s)	Directorship(s) or Principal Commitment(s) held over the preceding 3 years
CSCC Member	Chinyee Engineering & Machinery Pte Ltd* Mencast Procurement (Singapore) Pte. Ltd.* Mencast Offshore & Marine group of Companies* Mencast Logistics Pte. Ltd.* Mencast Energy Pte. Ltd.* Mencast Engineering Pte. Ltd.* Mencast Innovation Centre Pte. Ltd.* Mencast Marine Pte Ltd* Mencast Investment Holdings Pte. Ltd.* Menji Pte. Ltd.# Menji AM Tech Pte. Ltd.* Menji Development Pte. Ltd.* Menji International Pte. Ltd.* Recon Propeller & Engineering Pte Ltd* S&W Pte. Ltd.* Top Great group of Companies* Virestorm Pte. Ltd.*	Mencast Enegeers Pte. Ltd. (Struck off) Mencast Marine (HK) Limited (Deregistered) Subsea Group S & W Process Equipment (Changshu) Co. Ltd. Vac-Tech Engineering Pte Ltd

* Subsidiary corporations of Mencast Holdings Ltd.

Associated company

CORPORATE GOVERNANCE STATEMENT

Sunny Wong Fook Choy

Lead Independent Director

Date of first appointment as a director: 29 May 2008

Date of last re-election as a director: 29 April 2022

Board Committee(s) served on	Current Directorship(s) / Principal Commitment(s)	Directorship(s) or Principal Commitment(s) held over the preceding 3 years
NC Chairman AC Member RC Member	Civmec Limited InnoTek Limited	Wong Tan & Molly Lim LLC WTML Management Services Pte Ltd Excelpoint Technology Ltd.

Leow David Ivan

Independent Director

Date of first appointment as a director: 7 June 2013

Date of last re-election as a director: 29 April 2022

Board Committee(s) served on	Current Directorship(s) / Principal Commitment(s)	Directorship(s) or Principal Commitment(s) held over the preceding 3 years
CSCC Chairman AC Chairman RC Member	Chartered Accountants Australia and New Zealand (Singapore) Private Limited CAP Management Limited MEC Asian Fund Thaler Global Pte Ltd Ufinity Group Pte Ltd Trans China Automotive Holdings Limited Pecunia Pte Ltd	Bitapple Singapore Pte Ltd

Ng Chee Keong

Independent Director

Date of first appointment as a director: 9 October 2009

Date of last re-election as a director: 26 April 2023

Board Committee(s) served on	Current Directorship(s) / Principal Commitment(s)	Directorship(s) or Principal Commitment(s) held over the preceding 3 years
RC Chairman NC Member AC Member	Samudera Shipping Line Ltd	Jurong Port Ltd Jurong Port Jakarta Holding Pte Ltd Jurong Port Marunda Holding Pte Ltd Rizhao Jurong Port Terminals Co Ltd. JTC Corporation Jurong Port Rizhao Holding Pte Ltd Jurong Port Hainan Holding Pte Ltd

CORPORATE GOVERNANCE STATEMENT

- 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.*

Save for the evaluation form performed by each director and collated by the Company Secretary to facilitate its assessment of the Board, Board Committees, and the individual Directors' performance, the Board has not engaged any other external facilitators in conducting the assessment of the Board's performance for FY2023. Where appropriate, the NC will consider such engagement. When it comes to evaluating the individual directors' performance, the NC has made available a process that would enable the members of the NC to assess the contribution of each individual to the effectiveness of the Board, taking into account numerous factors, including the directors' attendance, participation and contribution at the Board and various Board Committees meetings.

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.

Provisions of the Code

- 6.1 *The Board establishes a Remuneration Committee ("**RC**") to review and make recommendations to the Board on:*
- (a) a framework of remuneration for the Board and key management personnel; and*
 - (b) the specific remuneration packages for each director as well as for the key management personnel.*
- 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.*
- 6.3 *The RC considers all aspects of remuneration, including termination terms, to ensure they are fair.*
- 6.4 *The company discloses the engagement of any remuneration consultants and their independence in the company's annual report.*

Group's Corporate Governance practices

The Company believes in adopting a formal and transparent procedure for determining the remuneration of the directors and Management to ensure that the level of remuneration is appropriate to attract, retain, and motivate the directors and Management to run the Group successfully.

The RC comprises three (3) Non-Executive Directors, all of whom are independent. The current members of the RC comprise the following:

- Mr. Ng Chee Keong (RC Chairman, Independent Director),
- Mr. Sunny Wong (Member, Lead Independent Director)
- Mr. Leow David Ivan (Member, Independent Director)

CORPORATE GOVERNANCE STATEMENT

The functions of the RC include:

- Recommending to the Board a framework of remuneration for the Board and the key executives of the Group, covering all aspects of remuneration such as Directors' fees, salaries, allowances, bonuses and benefits-in-kind;
- Proposing to the Board, appropriate and meaningful measures for assessing the executive Directors' performance;
- Determining the specific remuneration package for the CEO; and
- Considering and recommending to the Board the disclosure of details of the Company's remuneration policy, level, and mix of remuneration and procedure for setting remuneration and details of the specific remuneration packages of the directors and key executives of the Group to those required by law or by the Code.

In performing its function, the RC endeavours to establish an appropriate remuneration policy to attract, retain and motivate senior executives and executive Directors, while at the same time ensuring that the reward in each case takes into account individual performance as well as the Group's performance.

No director is involved in any discussion relating to his own compensation, the terms and conditions of service, and the review of his performance. There was no termination, retirement, or post-employment benefits granted to directors, the CEO, and the top five Key Management Personnel.

The RC has access to professional advice from experts outside the Company on remuneration matters for Directors as and when necessary. The RC will ensure that existing relationships between the Company and its appointed consultants, if any, will not affect the independence and objectivity of the consultants. The Company will disclose the names and firms of the consultants, if any, and include a statement on whether the consultants have any such relationships with the Company. No remuneration consultant in respect of the remuneration matters of the Group was engaged during FY2023.

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.

Provisions of the Code

- 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.

Group's Corporate Governance practices

The Company advocates a performance-based remuneration system for executive Directors and key executives that is flexible and responsive to the market, comprising a base salary and other fixed allowances, as well as variable performance bonus and participation in a performance share award scheme based on the Group's performance and linking it to the individual's performance.

In determining such remuneration packages, the RC ensures that they are adequate by considering, in consultation with the CEO, amongst other factors, the respective individuals' responsibilities, skills, expertise, and contribution to the Group's performance, and whether they are competitive and sufficient to ensure that the Group is able to attract and retain the best available executive talents.

There is no contractual provision in the service contracts of Executive Directors and Key Management Personnel to allow the Company to reclaim incentive components from its Executive Directors and Key Management Personnel in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss of the Company.

CORPORATE GOVERNANCE STATEMENT

The RC also administers the Company's share-based remuneration incentive plans, such as Mencast Performance Share Award Scheme 2021 ("**PSAS 2021**").

The rationale of PSAS 2021 is to increase the Company's flexibility and effectiveness in its continuing efforts to reward, retain, and motivate the Group's Executive Directors, Key Management Personnel, and selected employees when and after pre-determined performance target(s) have been achieved. Performance targets set under the PSAS 2021 are intended to be based on medium-term corporate objectives covering market competitiveness, quality of returns, business growth, and productivity growth. The PSAS 2021 aims to provide the Company with a more comprehensive set of remuneration tools and further strengthen its competitiveness in attracting and retaining superior talent.

The PSAS 2021 is structured to link rewards to corporate and individual performance and is aligned with the interests of Shareholders and promotes the long-term success of the Company.

During FY2023, the Company has granted 4,136,000 shares under the PSAS 2021.

The Company adopts a remuneration policy for all staff comprising fixed and variable components. The fixed component is in the form of a base salary and allowances. The variable component is in the form of a variable bonus, performance shares or share options that is linked to the Group and each individual's performance and value creation for the Company's stakeholders. The grant of performance shares and share options promotes ownership, accountability, and long-term success of the Company.

The RC carries out annual reviews of the remuneration packages of the directors and the key management personnel, with regards to their contributions as well as the financial performance conditions, which included targets for sales and operating profit before tax of the Group, have been achieved during the year.

- 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 RC takes into account the industry norms and standards, the contribution in terms of effort, time spent and responsibilities of each director when determining the remuneration packages of the 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 remuneration framework for fixing directors' fees and the key management personnel remuneration adopted by the Company takes into consideration the need to pay competitively to attract, retain, and motivate the Non-Executive Directors and the Management staff. In addition, the Independent Directors are not overly compensated to the extent that their independence may be compromised. The directors' fees are recommended by the RC and endorsed by the Board for approval by the shareholders of the Company at AGMs.

The Company does not use contractual provisions to allow the Company to reclaim incentive components of remuneration from Executive Directors and Key Management Personnel. In exceptional circumstances of misstatement of financial results or of misconduct resulting in financial loss to the Company, the Board believes that remedies against the Executive Director(s) and senior management in case of such breach of fiduciary duties will be available.

CORPORATE GOVERNANCE STATEMENT

Disclosure of 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.

Provisions of the Code

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:

- (a) each individual director and the CEO; and
- (b) at least the top five key management personnel (who are not directors or the CEO) in bands no wider than \$250,000 and in aggregate the total remuneration paid to these key management personnel.

Group's Corporate Governance practices

Please refer to Principles 7.1 to 7.3.

The Board has, on review, decided to disclose the remuneration of the Executive Chairman, CEO, and the top five Key Management Personnel in remuneration bands of \$250,000 and by a percentage breakdown in terms of categories and components, instead of disclosing the exact remuneration, given the competitive pressures in a specialised industry, the potential for poaching of staff and other disadvantages that this might bring.

The remuneration of Independent Directors is determined to be appropriate to the level of contribution. Independent Directors receive Directors' fees in accordance with factors such as responsibilities, effort, and time spent serving on the Board and Board Committees. The Directors' fees are recommended by the Board for approval by shareholders at the AGM of the Company.

No Directors participate in decisions on their own remuneration.

The Company has current Service Agreements with Mr. Glennle Sim, the Executive Chairman and CEO, and Mr. Wong Boon Huat, the Executive Director for a fixed period of three years.

The following table shows a breakdown of the annual remuneration of the Directors of the Group for FY2023.

Name of Executive Director	Directors' Fees ⁽²⁾				
	Salary and Other Benefits	Performance Bonus ⁽¹⁾	Cash-Based	Share-Based	Total
	%	%	%	%	%
\$500,001 to \$750,000					
Sim Soon Ngee Glennle	71	29	-	-	100
\$250,001 to \$500,000					
Wong Boon Huat	68	32	-	-	100

CORPORATE GOVERNANCE STATEMENT

Name of Independent Director	Directors' Fees ⁽²⁾				
	Salary and Other Benefits	Performance Bonus ⁽¹⁾	Cash-Based	Share-Based	Total
	%	%	%	%	%
\$250,000 and below					
Sunny Wong Fook Choy	-	-	100	-	100
Leow David Ivan	-	-	100	-	100
Ng Chee Keong	-	-	100	-	100

Notes:

(1) Performance bonus is determined in accordance with the respective service agreement.

(2) Directors' fees are subject to Shareholders' approval at the AGM to be held on 29 April 2024.

For competitive reasons, the Company is not disclosing each individual Director's remuneration. Instead, the Company is disclosing their remuneration in bands of \$250,000.

The remuneration of the Key Management Personnel of the Group (excluding the Executive Directors in the above table) is set out below:

Name of Key Management Personnel	Salary and Other Benefits	Performance Bonus ⁽¹⁾	Total
	%	%	%
	\$250,001 to \$500,000		
San Meng Chee	80	20	100
\$250,000 and below			
Wong Boon Hwee	89	11	100
Chia Boon Tat	80	20	100
Koh Shu Yong (last day of employment: 31 August 2023)	92	8	100
Kee Kwee Peng	75	25	100
Tan Sock Kiang	81	19	100

Notes:

(1) Performance bonus is determined in accordance with the respective service agreement.

The total remuneration paid to the Key Management Personnel (who are not Directors or the CEO) of the Company in FY2023 is \$956,000.

For FY2023, there are no termination, retirement or post-employment benefits granted to the Directors, the CEO, and the Key Management Personnel.

The Board is also of the view that the disclosure of the indicative range and percentage of the Directors and Key Management Personnel remuneration provides a reasonable amount of information on the Company's remuneration framework to enable the shareholders to understand the link between the Company's performance and the remuneration of the Directors and the Key Management Personnel. The policy and criteria for setting remuneration are also enumerated under Principle 7.1 to 7.3 of the Code.

The Company believes that the Company's practices are consistent with the intent of Principle 8.1 of the Code and shareholders' interest will not be prejudiced as a result of such non-disclosure of the amounts and breakdown of remuneration of each director and key management personnel of the Company.

Taking into consideration Catalist Rule 1204(10D), the Company will disclose the exact amounts with a breakdown of remuneration paid to each individual director, on a named basis, by the Company and its subsidiaries for its annual report in respect of the financial year ending 31 December 2024 onwards.

CORPORATE GOVERNANCE STATEMENT

- 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 \$100,000 during the year, in bands no wider than \$100,000, in its annual report. The disclosure states clearly the employee's relationship with the relevant director or the CEO or substantial shareholder.*

The breakdown of the total remuneration of employees who are immediate family members of the Executive Directors for FY2023 is set out below:

Name of Employee	Salary and Other Benefits %	Performance Bonus ⁽¹⁾ %	Total %
\$150,001 to \$250,000			
Wong Boon Hwee	89	11	100

Notes:

(1) Performance bonus is determined in accordance with the respective service agreement.

Mr. Wong Boon Hwee is the brother of the Executive Director, Wong Boon Huat.

Other than as specified above, there are no immediate family members of a Director, CEO, or substantial shareholder whose remuneration exceeds \$100,000 for FY2023.

- 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.*

The Executive Director is not entitled to receive director's fees and the Independent Directors received only directors' fees and shares granted during the year.

For the Independent Directors' Fees in FY2023, they are receiving \$174,480 in cash.

Cash Component in the Directors' Fees

Each independent director receives a basic retainer fee. Independent directors who perform additional services in Board committees receive additional fees.

Share Component in the Directors' Fees

The PSAS 2021 consists of the outright grant of fully paid shares, without any vesting conditions attached.

The number of shares to be awarded to a participating independent director will be determined by reference to the Volume Weighted Average Price ("VWAP") of a share in the Company on the SGX-ST over the 5 trading days immediately after the Company's forthcoming AGM. The number of shares to be awarded will be rounded down to the nearest thousand, with cash to be paid in lieu of the remaining shares arising.

The Company has share-based remuneration incentive plans, such as the Mencast Performance Share Award Scheme 2021 ("PSAS 2021").

The rationale of PSAS 2021 is to increase the Company's flexibility and effectiveness in its continuing efforts to reward, retain, and motivate the Group's Executive Directors, key management, and selected employees when and after pre-determined performance target(s) have been achieved. Performance targets set under the PSAS 2021 are intended to be based on medium-term corporate objectives covering market competitiveness, quality of returns, business growth, and productivity growth. The PSAS 2021 aims to provide the Company with a more comprehensive set of remuneration tools and further strengthen its competitiveness in attracting and retaining superior talent.

CORPORATE GOVERNANCE STATEMENT

The PSAS 2021 is structured to link rewards to corporate and individual performance and is aligned with the interests of Shareholders and promotes the long-term success of the Company.

During FY2023, the Company has granted 4,136,000 shares under the PSAS 2021.

Please see the Directors' Statement on Performance Shares and also Note 26 to the financial statements for further details on PSAS 2021.

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.

Provisions 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.

Group's Corporate Governance practices

The Board and AC are assisted by the Enterprise Risk Management Committee ("**ERM**C") to evaluate the adequacy and effectiveness of the Company's risk management and internal control systems, including financial, operational, compliance, and information technology controls. The ERM C was formed in the year 2012 as part of the Group's efforts to strengthen its risk management processes and framework, in overseeing the formulation, update, and maintenance of adequate and effective risk management and internal control systems.

The ERM C oversees the risk management framework and policies of the Group. It is responsible for, among other things, reviewing the Group's strategy, policies, enterprise risk management framework, processes and procedures for identifying, measuring, reporting, and mitigating key risks in the Group's businesses and operations.

The ERM C comprises the following members:

Name	Department	Designation	ERM Role
Glennle Sim	Corporate	Executive Chairman/CEO	ERM Sponsor
San Meng Chee	Corporate	CFO	ERM Champion
Janis Anne Mojica	Corporate	Financial Controller	ERM Co-ordinator
Lui Li Ying	Corporate	Accountant	ERM Co-ordinator
Wong Boon Huat	Corporate	Executive Director	Member
Susan Tan	Corporate	Head of Admin & HR	Member
Chia Boon Tat	Corporate	Head, Research & Development	Member
Abdul Malik	Corporate	Group QHSE Manager	Member
Lai Jonson Wah Sang	Energy Services	General Manager	Member
Lim Joo Peng	Energy Services	Compliance Officer	Member
Javen Kee	Marine	Assistant General Manager	Member
Koh Shu Yong (last day of employment: 31 Aug 2023)	Marine	Assistant General Manager	Member

CORPORATE GOVERNANCE STATEMENT

The Company had engaged Mazars LLP as an independent consultant to assist in setting up the Enterprise Risk Management (“**ERM**”) and to document the framework that enables Management to address the financial, operational, information technology, and compliance risks of the key operating units. The process involved the identification of major risks through workshops conducted for the Group’s various business units whereby the business units’ key risks of financial, operational, information technology, and compliance nature, as well as the countermeasures in place or required to mitigate these risks, were summarised for review by the AC. The documentation provided an overview of the Group’s key risks, how they are managed, the key personnel responsible for each identified risk type in the business units, and the various assurance mechanisms in place.

During FY2023, the Group’s Independent Auditor and Internal Auditor conducted an annual review of the effectiveness of the Group’s internal controls. Any material non-compliance or lapses in internal controls together with corrective measures are reported to the AC.

The Board acknowledges that it is responsible for the governance of risks and the overall internal control framework but recognises that no cost-effective internal control system will preclude all errors and irregularities, as a system is designed to manage rather than eliminate the risk of failure to achieve business objectives and can provide only reasonable and not absolute assurance against material misstatement or loss.

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*
- (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 Board had received assurance from the CEO and 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 regarding the effectiveness of the Company’s risk management and internal control systems.

In addition, the CEO and CFO have given assurance to the Board that the risk management and internal control systems are adequate and effective in addressing the financial, operational, compliance, and information technology risks.

The risk management and internal control procedures for financial, operational, compliance, and information technology and their effectiveness and adequacy are reviewed by the ERMC and the Board and updated regularly to reflect changes in market conditions and the activities of the Group.

Based on the internal controls established and maintained by the Group, works performed by the Independent and Internal auditors, and reviews performed by the Management and AC, the Board with the concurrence of the AC, is of the opinion that the Group’s internal controls were adequate and effective as at 31 December 2023 to address financial, operational, information technology, and compliance risks, which the Group considers relevant and material to its operations.

The Board and the Audit Committee are also responsible for (a) monitoring the Company’s risk of becoming subject to, or violating, any Sanction Law; and (b) ensuring timely and accurate disclosures to SGX-ST and other relevant authorities. The Company will inform shareholders on any sanction-related risks on the Company, the impact on such risk on the financials and operations of the Group, if any, and also the cessation of sanctions-related risk via announcement to SGXNet.

CORPORATE GOVERNANCE STATEMENT

Audit Committee

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

Provisions of the Code

10.1 *The duties of the AC include:*

- (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;*
- (b) reviewing at least annually the adequacy and effectiveness of the company’s internal controls and risk management systems;*
- (c) reviewing the assurance from the CEO and the CFO on the financial records and financial statements;*
- (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;*
- (e) reviewing the adequacy, effectiveness, independence, scope and results of the external audit and the company’s internal audit function; and*
- (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.*

Group’s Corporate Governance practices

The AC carried out its functions in accordance with Section 201B(5) of the Companies Act. In performing those functions, the committee carried out the following:

- Reviews the scope and results of internal audit procedures with the Internal Auditor and the effectiveness of the Company’s internal audit function;
- Reviews the adequacy of the Group’s internal controls, including financial, operational compliance, and information technology as well as sanctions-related risk controls and risk management policies and systems;
- Reviews with the Independent Auditor the audit plan and its report on the weaknesses of internal accounting controls arising from the statutory audit;
- Reviews the assistance given by management to the Independent Auditor, and discusses matters and concerns, if any, arising from the statutory audit, with the management;
- Reviews the balance sheet of the Company and the consolidated financial statements of the Group for the financial year before their submission to the Board of Directors, as well as the Independent Auditor’s report on the balance sheet of the Company and the consolidated financial statements of the Group;
- Reviews the Group’s financial results before submission to the Board for approval, focusing, in particular, on changes in accounting policies and practices, major risk areas, significant adjustments resulting from the audit, compliance with accounting standards as well as compliance with any stock exchange and statutory/regulatory requirements;

CORPORATE GOVERNANCE STATEMENT

- Reviews and discusses with the Independent Auditor any suspected fraud and irregularity, or suspected infringement of any relevant laws, rules and regulations, which has or is likely to have a material impact on the Group's operating results or financial position, and management response;
- Reviews non-audit services performed by the Independent Auditor to ensure that the nature and extent of such services will not prejudice the independence and objectivity of the Independent Auditor before recommending to the Board;
- Reviews the independence and objectivity of the Independent Auditor and the Company's internal audit function;
- Evaluates the quality of work carried out by the Independent Auditor and the Company's internal audit function;
- Considers the appointment and re-appointment of the Independent Auditor and approves the remuneration and terms of engagement of the Independent Auditor;
- Reviews transactions falling within the scope of Chapter 9 of the Catalist Rules;
- Reviews the Group's overall risk assessment processes and review the assurance provided by the CEO and CFO that the financial records have been properly maintained, and that the financial statements give a true and fair view of the Group's operations and finances; and
- Reviews disclosures in the annual report relating to the adequacy and effectiveness of risk management and internal control systems in relation to financial reporting and financial-related risks and controls, including assurances received from the CEO and CFO or other Key Management Personnel.

The AC also undertakes:

- Such other reviews and projects as may be requested by the Board and report to the Board its findings from time to time on matters arising and requiring the attention of the AC; and
- Such other functions and duties as may be required by statute or the Listing Rules, and by such amendments made thereto from time to time.

To effectively discharge its responsibility, the AC has full access to, and the co-operation of, the management and has full discretion to invite any Director and other relevant party to attend its meetings. Full resources are made available to the AC to enable it to discharge its function properly.

The AC has full access to the Independent Auditor and Internal Auditor and meets them at least once a year without the presence of management.

Changes to accounting standards and issues that have a direct impact on financial statements will be highlighted to the AC from time to time by the Independent Auditor. The Independent Auditor will work with Management to ensure that the Group complies with the new accounting standards, if applicable.

In the review of the financial statements for FY2023, the AC had discussed with Management and the Independent Auditor on the accounting principles that were applied and its judgement of items that might affect the integrity of the financial statements, and had deliberated the key audit matters ("**KAMs**") presented by the Independent Auditor, including (i) revenue recognition, and (ii) impairment assessment on goodwill. The AC had reviewed the KAMs and concurred with the Independent Auditor and Management on their assessment, judgements and estimates on the significant matters reported by the Independent Auditor as set out under the Independent Auditor's Report on pages 77 to 79 of this Annual Report.

During the year under review, the aggregate amount of fees paid to the Independent Auditor for the audit and non-audit services amounted to \$160,000 and \$3,000 respectively. Having satisfied the independence of the Independent Auditor, the AC, with the concurrence of the Board, has recommended the re-appointment of CLA Global TS Public Accounting Corporation ("**CLA Global TS**") at the upcoming AGM.

CORPORATE GOVERNANCE STATEMENT

Save for one foreign-incorporated subsidiary corporation which is not a principal subsidiary corporation, all the Company's subsidiary corporations are audited by CLA Global TS and its member firms. The Board and AC are satisfied that the appointment of different auditors would not compromise the standard and effectiveness of the audit of the Company. The Group is in compliance with Rule 712 and Rule 716 of the Catalist Rules in relation to its Independent Auditor.

The Group has put in place a Whistle Blowing Policy (the "**Policy**"), which provides a channel for employees of the Group to report in confidence, without fear of reprisals, concerns about possible improprieties in financial reporting, or other matters. The Policy is to assist the AC in managing allegations of fraud or other misconduct; disciplinary and civil actions that are initiated following the completion of the investigations are appropriate and fair; and actions are taken to correct the weakness in the existing system of internal processes which allowed the perpetration of the fraud and/or misconduct and to prevent recurrence. The Company ensures the identity of the whistleblower is kept confidential and will provide protection to the whistleblower against detrimental or unfair treatment.

There have been no incidents pertaining to whistle-blowing for FY2023.

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 AC comprises three (3) members, all of whom are Independent Directors. The AC Chairman and members have the recent and relevant accounting and financial management expertise or experience to discharge their responsibilities.

The current members of the AC comprise the following:

- Leow David Ivan (AC Chairman, Independent Director)
- Sunny Wong (Member, Lead Independent Director)
- Ng Chee Keong (Member, Independent Director)

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.

No former partner or director of the Company's existing auditing firm or audit corporation is a member of the AC. None of the AC members have any financial interest in the Company's independent auditors.

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 internal audit function has been outsourced to a professional firm, Mazars LLP (the "**Internal Auditor**") in order to satisfy and comply with the requirements of best practices set out in the Code. The Internal Auditor reports directly to the AC Chairman on audit-related matters and reports to the CFO of the Company on administrative-related matters. The AC approves the hiring, removal, evaluation, and remuneration of the accounting/audit firm or corporation to which the internal audit function is outsourced. The engagement partner-in-charge has more than 20 years of internal audit experience. He manages a portfolio of outsourced internal audits of various listed companies and government bodies. The engagement team comprises staff who are accountancy graduates with relevant professional certifications such as CA (Singapore), CPA, CIA, and CISA. The Internal Auditor carries out its function according to the standards set by nationally or internationally recognised professional bodies including the Standards for the Professional Practice of Internal Auditing set by The Institute of Internal Auditors Singapore. The Internal Auditor plans its audit schedules in consultation with, but independent of, the Management. The audit schedules are approved by the AC. The Internal Auditors have unfettered access to all the Company's documents, records, properties, and personnel, including access to the AC.

CORPORATE GOVERNANCE STATEMENT

The AC and Board review the independence, adequacy, and effectiveness of the internal audit function annually and they are satisfied that the Internal Auditor is independent and effective. The Internal Auditor also has adequate resources and appropriate standing within the Group and the Company.

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 AC meets with the internal and external auditors without the presence of Management at least once a year to have unfettered access to information that they may require.

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.

Provisions 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.*

Group's Corporate Governance practices

The Group encourages active shareholder participation at the general meetings of the Company. Shareholders are informed of shareholders' meetings through notices contained in annual reports or circulars sent to all shareholders. These notices are also published in the newspapers and posted on the SGXNet. Shareholders are encouraged to attend the general meetings to ensure a high level of accountability, to put forth any questions they may have on the motions to be debated and decided upon, and to stay informed of the Group's strategic goals and business updates.

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.*

Resolutions at general meetings are on each substantially separate issue. All the resolutions at the general meetings are single-item resolutions. Each item of special business in the notices of the Shareholders' general meetings is accompanied as appropriate, by an explanation for the proposed resolution. Except for resolutions that are interdependent and linked to form one significant proposal, separate resolutions are presented for voting for each substantially separate issue. All resolutions at general meetings of the Company will be put to vote by poll so as to better reflect shareholders' shareholding interest and ensure greater transparency. The results of the poll voting on each resolution tabled will be announced after the general meetings via SGXNet and the Company's website.

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.*

It is the Company's policy that all Directors, including the Chairman of the AC, NC, RC, and CSCC are present at the general meetings to receive shareholders' feedback and address their queries. The External Auditors are also invited to attend the AGM and will assist the directors in addressing relevant queries by the shareholders relating to the conduct of the audit and the contents of the External Auditors' report.

CORPORATE GOVERNANCE STATEMENT

2024 AGM

The Company will hold its upcoming AGM physically to engage with its shareholders. Details of which are set out in the Notice of AGM. Shareholders can attend, raise questions, and vote by him/herself in person or through an appointment of a proxy.

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

Please refer to Principle 11.3 above.

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.*

The Company Secretary prepares minutes of general meetings that include substantial and relevant comments or queries from Shareholders relating to the agenda of the meeting, and responses from the Board and Management, where relevant. The minutes of general meetings will be published on the SGXNet within one (1) month from the date of the meeting. The Company also makes available minutes of general meetings to shareholders upon their requests.

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

The Company does not have a fixed dividend policy. The form, frequency, and amount of future dividends on the Company's shares will depend on its earnings, financial position, capital needs, plans for expansion, and other factors that the Company's Directors may deem appropriate. The dividends that the Company's Directors may recommend or declare in respect of any particular financial year or period will be subject to the factors outlined below as well as any other factors deemed relevant by the Company's Directors:

- (i) the level of the Company's cash and retained earnings;
- (ii) the Company's actual and projected financial performance;
- (iii) the Company's projected levels of capital expenditure and other investment plans; and
- (iv) restrictions on payment of dividends imposed on the Company by its financing arrangements (if any).

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.

Provisions of the Code

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.*

Group's Corporate Governance practices

The Company adopts the practice of regularly communicating major developments in its business and operations through SGXNet and where appropriate also directly to Shareholders, analysts, the media, and its employees. The announcements of the Group's results and material developments are released through SGXNet to the SGX's and the Company's website in a timely manner to ensure fair disclosure of information. The Company does not practise selective disclosure of material information, where there is inadvertent disclosure made to a select group, the Company shall make the same disclosure publicly as promptly as possible. The Board provides the shareholders with a balanced and clear assessment of the Group's performance, financial position, and prospects via the Company's website at www.mencast.com.sg.

All Shareholders are treated fairly and equitably to facilitate their ownership rights. In line with the continuing disclosure obligations of the Company pursuant to the Catalist Rules and the Companies Act, the Board's policy is that all Shareholders should be informed in a comprehensive manner and on a timely basis of all material developments that impact the Group.

CORPORATE GOVERNANCE STATEMENT

Any notice of a general meeting to Shareholders is issued at least fourteen (14) clear days (without special resolution) or twenty-one (21) clear days (with special resolution) before the scheduled date of such meeting. Shareholders are informed of the rules and voting procedures that govern the general meeting of the Company.

At general meetings, Shareholders are given the opportunity to pose any questions to the Directors or management relating to the Group's business or performance. The general meeting is the principal forum for any dialogue the Shareholders may have with the Directors and management of the Company.

The Board complies with the relevant rules of the Catalist Rules with prompt announcements of the Company's financial results, presentation, and other price-sensitive information disseminated to Shareholders through announcements via SGXNet, press releases, and the Company's website. The Company's Annual Report is accessible on the Company's website.

The Company is committed to disclosing all relevant information as much as possible in a timely, fair, and transparent manner as well as to hearing and addressing its stakeholders' concerns.

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.*

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.*

The Corporate Strategy and Communications Committee ("**CSCC**") of the Company comprises the following members:

- Leow David Ivan (Chairman, Independent Director)
- Glenndle Sim (Member, Executive Chairman and CEO)
- Wong Boon Huat (Member, Executive Director)

The primary role of the CSCC is to:

- a) Develop and oversee the Group's corporate strategy by reviewing the strategic plans and initiatives that management shall be responsible for, including the setting of annual and multi-year goals and proposed major corporate and business initiatives of the Group, including financial and capital market activities; and
- b) Communicate as appropriate, the Group's corporate strategy and initiatives to external stakeholders, including current and potential investors, business partners, financial institutions and intermediaries, media, and the public.

The CSCC reviews and provides recommendations to management and the Board with respect to the Group's corporate strategy and external communications. The CSCC also assists management and the Board with the review of individual proposals made by management as required by the Board as appropriate.

The Company's corporate governance practices are designed to promote fair and equitable treatment of all Shareholders. To facilitate Shareholders' ownership rights, the Company ensures that all material information is disclosed on a comprehensive, accurate, and timely basis via SGXNet, especially information pertaining to the Group's business development and financial performance which could have a material impact on the share price of the Company so as to enable Shareholders to make informed decisions about the Company.

The Board also endeavours to maintain regular, timely, and effective communication with Shareholders and investors. Half-year and Full year results and information on material matters required by the Listing Rules are promptly disseminated to Shareholders through announcements made via the SGXNet followed by a news release. Such releases are also made available for future viewing on the Company's website at www.mencast.com.sg.

The Board welcomes the view of Shareholders on matters affecting the Group. Shareholders are informed of meetings through notices published on SGXNet, the Company's corporate website, and/or in the newspapers and reports or circulars sent to all Shareholders.

CORPORATE GOVERNANCE STATEMENT

The Company may, from time to time, take steps to engage investors or Shareholders and solicit and understand the views of the Shareholder through various corporate presentations where the Company briefs Shareholders and other relevant stakeholders on its financial performance and business. Time is set aside for a Question & Answer session at every briefing.

The Group encourages feedback, views, and participation of its shareholders at all general meetings and such feedback and views can be sent to the following investor relations contact:

Mr. Chris San, CFO
 Mr. David Leow, Chairman of CSCC
 Tel: 65 6268 4331
 E-mail: ir@mencast.com.sg

The Company has put in place an Investor Relations Policy to enhance effective communications and engagements with its investors and shareholders.

MANAGING STAKEHOLDER 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.

Provisions of the Code

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.*

Group's Corporate Governance practices

Stakeholder relations are important for the sustainable growth of the Company's business and therefore the Company seeks to maintain an open and transparent dialogue with its material stakeholders. The Company engages its stakeholders regularly through the following channels to understand and address their needs and expectations.

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 Company may, from time to time, take steps to engage investors or Shareholders and solicit and understand the views of the Shareholders through various corporate presentations where the Company briefs Shareholders and other relevant stakeholders on its financial performance and business. Time is set aside for a Question & Answer session at every briefing. The Company has put in place a Stakeholder Engagement Policy to enhance effective communications and engagements with its material stakeholders.

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

The Company maintains a corporate website www.mencast.com.sg to communicate to the public about its latest developments.

OTHER CORPORATE GOVERNANCE MATTERS

Interested Person Transactions

The Company has established procedures to ensure that all transactions with interested persons are reported in a timely manner to the AC and that the transactions are carried out on an arm's length basis.

CORPORATE GOVERNANCE STATEMENT

Transactions entered into with interested persons during FY2023 were as follows:

Name of interested person	Nature of relationship	Aggregate value of all IPT during the financial year under review (excluding transactions less than \$100,000 and transactions conducted under shareholder's mandate pursuant to Rule 920)		Aggregate value of all IPT conducted under shareholder's mandate pursuant to Rule 920 (excluding transactions less than \$100,000)	
		2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
McLink Asia Pte Ltd	Associates	30,000*			
MPS Solutions Pte Ltd		92,000*			
Sigi Beauty Pte Ltd		-	Nil**	Nil***	Nil***
Ole Investment Pte Ltd		-			
Ole Motorsports Pte Ltd		Nil**			

* McLink Asia Pte Ltd and MPS Solutions Pte Ltd are owned by the brother of Mr. Wong Boon Huat, director and substantial shareholder of Mencast Holdings Ltd.

** Amount is less than \$100,000.

*** There is no subsisting shareholders' mandate for interested person transactions pursuant to Rule 920 of the Catalist Rules of the SGX-ST.

Material Contracts

Except as disclosed on SGXNet or herein for the financial year concerned, there were no material contracts of the Company or its subsidiary corporations involving the interests of the CEO, Directors or controlling Shareholder either still subsisting as at the financial year under review or if not subsisting, were entered into at the end of the FY2023.

Securities Transactions

The Company has adopted internal regulations with respect to dealings in securities by Directors and officers of the Group which complies with Rule 1204(19) of the Catalist Rules of the SGX-ST. The Directors, management, and officers of the Group who have access to price-sensitive, financial, or confidential information are not permitted to deal in the Shares during the periods 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 result, or when they are in possession of unpublished price-sensitive information of the Group. In addition, the officers of the Company are advised not to deal with the Shares for short-term considerations and they are expected to observe the insider trading laws at all times even when dealing in securities within the permitted trading periods.

Sustainability Management

The Group considers sustainability issues as part of its strategic formulation. We are committed to sustainability and corporate governance in setting our business strategies and operations. We adopt an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of our overall strategy to ensure that the best interests of the Group are served. Our Sustainability Report has been prepared with reference to GRI Standards 2021 and Singapore Exchange Catalist Rules 711(A) and (B), to understand and communicate our critical sustainability issues on environmental, economic and social performance ability issues to stakeholders. Additionally, aligned with global focus on climate related risks, opportunities and its impact to businesses, the Group has since FY2022, adopted a phased approach for climate related disclosure in accordance with the recommendations of Task Force on Climate Related Disclosures ("TCFD"). For more details and information on Sustainability Report, please see pages 18 to 42.

Sponsorship

The continuing sponsor of the Company is SAC Capital Private Limited (the "Sponsor"). Non-sponsor fees amounting to \$7,500 was paid to the Sponsor during FY2023.

DIRECTORS' STATEMENT

For the financial year ended 31 December 2023

The Directors present their statement to the members together with the audited financial statements of the Group for the financial year ended 31 December 2023 and the balance sheet of the Company as at 31 December 2023.

In the opinion of the Directors,

- (a) the balance sheet of the Company and the consolidated financial statements of the Group as set out on pages 83 to 160 are drawn up so as to give a true and fair view of the financial position of the Company and of the Group as at 31 December 2023 and the financial performance, changes in equity and cash flows of the Group for the financial year covered by the consolidated financial statements; and
- (b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

Directors

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

Sim Soon Ngee Glenndle
Wong Boon Huat
Sunny Wong Fook Choy
Leow David Ivan
Ng Chee Keong

Arrangements to enable Directors to acquire shares and debentures

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose object was to enable the Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate, other than as disclosed under "Performance Shares" on pages 73 and 74 in this statement.

Directors' interests in shares or debentures

According to the register of Directors' shareholdings, none of the Directors holding office at the end of the financial year had any interest in the shares or debentures of the Company or its related corporations, except as follows:

	Holdings registered in the name of the Director or nominee		Holdings in which a Director is deemed to have an interest	
	At 31.12.2023	At 1.1.2023	At 31.12.2023	At 1.1.2023
The Company				
<u>(No. of ordinary shares)</u>				
Sim Soon Ngee Glenndle	86,852,900	86,852,900	63,402,800	63,402,800
Wong Boon Huat	31,531,106	31,531,106	-	-
Sunny Wong Fook Choy	2,620,800	2,361,500	-	-
Leow David Ivan	8,190,400	7,944,600	-	-
Ng Chee Keong	2,113,500	1,891,700	-	-

By virtue of Section 7 of the Companies Act 1967 of Singapore ("Companies Act"), Sim Soon Ngee Glenndle is deemed to have interests in the shares of all the subsidiary corporations at the beginning and at the end of the financial year.

The Directors' interests in the ordinary shares of the Company as at 21 January 2024 were the same as those as at 31 December 2023.

DIRECTORS' STATEMENT
For the financial year ended 31 December 2023

Performance shares

Mencast Performance Share Award Scheme 2021 (the "PSAS 2021")

PSAS 2021 was approved by members of the Company at an Extraordinary General Meeting ("EGM") held on 30 April 2021. PSAS 2021 provides for the award of fully paid-up ordinary shares ("Share Awards") in the share capital of the Company, free of charge to group employees (which includes Group Executive Directors and Group Non-Executive Directors).

Controlling Shareholders or Associates of a Controlling Shareholder who meet the eligibility criteria are also eligible to participate in the PSAS 2021 provided that the participation of and the terms of each grant and the actual number of awards granted to a participant who is a Controlling Shareholder or an associate of a Controlling Shareholder shall be approved by the Independent Shareholders in separate resolutions for each such person.

The PSAS 2021 is a share incentive scheme which allows the Company to provide an incentive for the participants to achieve certain specific performance condition(s) by awarding fully paid shares after these targets have been met. The focus of PSAS 2021 is principally to target employees and executives in key positions who are in the best position to drive the growth of the Group through innovation, creativity and superior performance.

The Board of Directors believe that the purposes of adopting the PSAS 2021 are to:

- (a) Provide an opportunity for participants to participate in the equity of the Company, thereby inculcating a stronger sense of identification with the long-term prosperity of the Group and promoting organisational commitment, dedication and loyalty of participants towards the Group;
- (b) Motivate participants to strive towards performance excellence and to maintain a high level of contribution to the Group;
- (c) Give recognition to contributions made to or to be made by participants by introducing a variable component into their remuneration package; and
- (d) Make employee remuneration sufficiently competitive to recruit new participants and/or to retain existing participants whose contributions are important to the long-term growth and profitability of the Group.

The PSAS 2021 is administered by the Remuneration Committee ("RC") composed of Independent Directors namely, Ng Chee Keong, Sunny Wong Fook Choy and Leow David Ivan.

The Company may deliver shares pursuant to awards granted under the PSAS 2021 by way of:

- (i) Issuance of new shares; and/or
- (ii) Transfer of treasury shares.

The aggregate number of ordinary shares over which the Company may grant under the PSAS 2021 shall not exceed 15% of the issued share capital of the Company on the day preceding the date of grant.

During the financial year ended 31 December 2023, the Company, pursuant to the PSAS 2021, granted an aggregate of 3,409,000 and 727,000 Share Awards respectively to eligible employees of the Group and to its Independent Directors, which automatically vested on the date of grant on 12 June 2023 (Note 26).

DIRECTORS' STATEMENT

For the financial year ended 31 December 2023

Performance shares (continued)

Mencast Performance Share Award Scheme 2021 (the "PSAS 2021") (continued)

The following are the details of the Share Awards under the PSAS 2021 granted to Directors and Controlling Shareholders since its commencement:

Name	Aggregate Share Awards granted and vested since commencement of the PSAS 2021 to 31 December 2022	Share Awards granted and vested during the financial year 31 December 2023 ⁽¹⁾	Aggregate Share Awards granted and vested since commencement of the PSAS 2021 to 31 December 2023
	'000	'000	'000
Sim Soon Ngee Glendle*	1,111	-	1,111
Wong Boon Huat	889	-	889
Sunny Wong Fook Choy	863	259	1,122
Leow David Ivan	817	246	1,063
Ng Chee Keong	737	222	959
Total	4,417	727	5,144

* Aside from being the Executive Chairman and Chief Executive Officer of the Company, Mr. Sim Soon Ngee Glendle is also a Controlling Shareholder of the Company.

⁽¹⁾ On 12 June 2023, the Company allotted and issued an aggregate of 727,000 Share Awards to Independent Directors.

As at 31 December 2023:

- (a) There are no outstanding Share Awards under the PSAS 2021;
- (b) 14,950,000 shares have been delivered upon vesting of the Share Awards granted under the PSAS 2021 since its commencement, representing approximately 3.28% of the issued shares (excluding treasury shares); and
- (c) A total of 24 participants have been awarded under the PSAS 2021 since its commencement.

Audit Committee

The members of the Audit Committee at the end of the financial year were as follows:

Leow David Ivan (Chairman)
Sunny Wong Fook Choy
Ng Chee Keong

All members of the Audit Committee were independent and non-executive Directors.

The Audit Committee carried out its functions in accordance with Section 201B(5) of the Companies Act. In performing those functions, the Audit Committee:

- Reviewed the scope and results of internal audit procedures with the Internal Auditor and the effectiveness of the Company's internal audit function;
- Reviewed the adequacy of the Group's internal controls, including financial, operational compliance and information technology as well as sanctions-related risk controls and risk management policies and systems;

DIRECTORS' STATEMENT
For the financial year ended 31 December 2023

Audit Committee (continued)

In performing those functions, the Audit Committee: (continued)

- Reviewed with the Independent Auditor, the audit plan and its report on the weaknesses of internal accounting controls arising from the statutory audit;
- Reviewed the assistance given by Management to the Independent Auditor, and discussed matters and concerns, if any, arising from the statutory audit, with the Management;
- Reviewed the balance sheet of the Company and the consolidated financial statements of the Group for the financial year before their submission to the Board of Directors, as well as the Independent Auditor's report on the balance sheet of the Company and the consolidated financial statements of the Group;
- Reviewed the Group's financial results before submission to the Board of Directors for approval, focusing, in particular, on changes in accounting policies and practices, major risk areas, significant adjustments resulting from the audit, compliance with accounting standards as well as compliance with any stock exchange and statutory/regulatory requirements;
- Reviewed and discussed with the Independent Auditor any suspected fraud and irregularity, or suspected infringement of any relevant laws, rules and regulations, which has or is likely to have a material impact on the Group's operating results or financial position, and Management response;
- Reviewed non-audit services performed by the Independent Auditor to ensure that the nature and extent of such services will not prejudice the independence and objectivity of the Independent Auditor before recommending to the Board of Directors;
- Reviewed the independence and objectivity of the Independent Auditor and the Company's internal audit function;
- Evaluated the quality of work carried out by Independent Auditor and the Company's internal audit function;
- Considered the appointment and re-appointment of the Independent Auditor and approved the remuneration and terms of engagement of the Independent Auditor;
- Reviewed transactions falling within the scope of Chapter 9 of the Catalist Rules;
- Reviewed the Group's overall risk assessment processes and reviewed the assurance provided by the Chief Executive Officer ("**CEO**") and Chief Financial Officer ("**CFO**") that the financial records have been properly maintained, and that the financial statements give a true and fair view of the Group's operations and finances; and
- Reviewed disclosures in the annual report relating to the adequacy and effectiveness of risk management and internal control systems in relation to financial reporting and financial-related risks and controls, including assurances received from the CEO and CFO or other Key Management Personnel.

The Audit Committee has recommended to the Board of Directors that the independent auditor, CLA Global TS Public Accounting Corporation be nominated for re-appointment at the forthcoming Annual General Meeting ("**AGM**") of the Company.

DIRECTORS' STATEMENT

For the financial year ended 31 December 2023

Independent auditor

The Independent Auditor, CLA Global TS Public Accounting Corporation has expressed its willingness to accept re-appointment.

On behalf of the Directors

.....
Sim Soon Ngee Glenndle
Director

.....
Wong Boon Huat
Director

3 April 2024

INDEPENDENT AUDITOR'S REPORT
To the Members of Mencast Holdings Ltd.

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Mencast Holdings Ltd. (the "**Company**") and its subsidiary corporations (the "**Group**") which comprise the consolidated balance sheet of the Group and the balance sheet of the Company as at 31 December 2023, and the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group for the financial year then ended, and notes to the financial statements, including a summary of material accounting policies, as set out on pages 83 to 160.

In our opinion, the accompanying consolidated financial statements of the Group and the balance sheet of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 of Singapore (the "**Companies Act**") and Singapore Financial Reporting Standards (International) ("**SFRS(I)s**") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2023 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group for the financial year ended on that date.

Basis for Opinion

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

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements for the financial year ended 31 December 2023. 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 AUDITOR'S REPORT

To the Members of Mencast Holdings Ltd.

Report on the Audit of the Financial Statements (continued)

Key Audit Matters (continued)

Key Audit Matter	How our audit addressed the Key Audit Matter
<p>1. Revenue recognition</p>	
<p>As disclosed in Notes 2.2 and 4 to the financial statements, the Group's revenue is primarily generated from:</p>	<p>In obtaining sufficient audit evidence, the following procedures have been performed:</p>
<p>i. Sale of goods, services income from maintenance, repair and overhaul and waste management are recognised at a point in time when the Group satisfied its performance obligation by transferring the control of the promised products and services to the customers, that is when the products are delivered to the destination specified by the customers and when services are rendered and accepted by customers; and</p> <p>ii. Construction contracts for the manufacturing and production of specialised equipment for contract customers are recognised when the control over specialised equipment has been transferred to the customer. The specialised equipment has no alternative use for the Group due to contractual restriction, and the Group has enforceable rights to payment arising from the contractual terms. Revenue is recognised over time by reference to the Group's progress towards completing the construction of the specialised equipment.</p>	<ul style="list-style-type: none"> • Obtained samples of contracts with customers and reviewed the terms and conditions, along with discussion with Management, to assess the Group's revenue recognition policy is in accordance with SFRS(I) 15 <i>Revenue from Contracts with Customers</i>, in particular the identification of performance obligations, and the timing of revenue recognition (i.e. at a point in time or over time); • Discussed with Management on the processes involved in the sales cycle for each revenue stream and performed walkthrough tests to consolidate our understanding; • Evaluated the effectiveness of key controls over sales cycle and performed test of controls to ascertain the reliabilities of such key controls; • Assessed the risks of material misstatement arising from ordinarily presumed fraud risk on revenue recognition in accordance with SSA 240 <i>The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements</i>; • Performed substantive audit procedures, credit note review and sales cut-off tests to ascertain the validity and completeness of revenue and whether it has been recognised in the appropriate financial year; • Reviewed the journal entries related to revenue to detect any unusual sales transactions or any indication of fraud; and • Reviewed the adequacy of disclosures by Management in Notes 2.2 and 4 to the financial statements.
<p>During the financial year ended 31 December 2023, the Group recognised revenue of \$48,417,000 (2022: \$42,341,000) from the above revenue segments.</p>	
<p>We focused on this area as a key audit matter as there is a presumed fraud risk with regards to revenue recognition and revenue is one of the key performance indicators of the Group. The potential existence of Management to override controls and large volume of transactions also increase the inherent risk of material misstatement in the amount of revenue reported.</p>	

INDEPENDENT AUDITOR'S REPORT
To the Members of Mencast Holdings Ltd.

Report on the Audit of the Financial Statements (continued)

Key Audit Matters (continued)

Key Audit Matter	How our audit addressed the Key Audit Matter
<p>2. Impairment assessment on goodwill</p> <p>As disclosed in Notes 3(a) and 22 to the financial statements, the intangible assets of the Group, primarily consisting of goodwill arising from consolidation amounted to \$4,781,000 (2022: \$4,781,000) as at 31 December 2023. The goodwill is assessed for impairment annually and whenever there is indication that the goodwill may be impaired. Management applies the value-in-use method to determine the recoverable amount of its existing goodwill arising from Recon Propeller & Engineering Pte Ltd ("Recon"), being the cash-generating unit ("CGU") identified and allocated according to operating entities.</p> <p>Significant judgements are used by the Management to assess the recoverable amount of the CGU which is highly dependent on Management's forecasts and estimates, this includes, but not limited to, discount rate, growth rate, projected cash flows and assumptions that are affected by market and economic conditions. Management has considered all factors and concluded that there is no impairment required in respect of the goodwill as at 31 December 2023.</p> <p>We focused on this area due to the level of the subjectivity associated with the judgement and assumptions involved in the forecast and estimates, which forms the basis of the assessment of recoverability over goodwill.</p>	<p>In obtaining sufficient audit evidence, the following procedures have been performed:</p> <ul style="list-style-type: none"> • Evaluated Management's methodology used to assess the recoverable amount of goodwill; • Reviewed Management's budgeting process by comparing the actual results achieved against previously forecasted budgets; • Reviewed the value-in-use calculations prepared by Management and reformed the calculation to validate their accuracy; • Involved our internal valuation specialist in assessing the reasonableness of the discount rate used; • Assessed the sensitivity of the key estimates on the impairment assessment, based on reasonably possible changes in key estimates; and • Reviewed the adequacy of goodwill disclosures by Management in Notes 3(a) and 22 to the financial statements.

INDEPENDENT AUDITOR'S REPORT

To the Members of Mencast Holdings Ltd.

Report on the Audit of the Financial Statements (continued)

Other Information

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

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

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

Responsibilities of Management and Directors for the Financial Statements

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

INDEPENDENT AUDITOR'S REPORT
To the Members of Mencast Holdings Ltd.

Report on the Audit of the Financial Statements (continued)

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

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

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

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the current financial year and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

INDEPENDENT AUDITOR'S REPORT

To the Members of Mencast Holdings Ltd.

Report on Other Legal and Regulatory Requirements

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

The engagement director on the audit resulting in this independent auditor's report is Loh Hui Nee.

CLA Global TS Public Accounting Corporation
Public Accountants and Chartered Accountants

Singapore
3 April 2024

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 December 2023

	Note	2023 \$'000	2022 \$'000
Continuing operations			
Revenue	4	48,417	42,341
Cost of sales		(34,271)	(32,449)
Gross profit		14,146	9,892
Other gains and losses			
- Interest income – bank deposits		32	19
- (Loss)/write-back of allowance on trade receivables	30(b)	(60)	42
- Write-off of trade receivables		(4)	-
- Others	5	6,058	4,922
Expenses			
- Administrative		(9,958)	(9,496)
- Finance	8	(7,429)	(5,353)
Share of (loss)/profit of associated companies	18	(37)	75
Profit before income tax		2,748	101
Income tax expense	9	(244)	(335)
Profit/(loss) from continuing operations		2,504	(234)
Discontinued operations			
Loss from discontinued operations	14(i)	-	(496)
Gain on disposal of subsidiary corporations classified as held-for-sale	14(i)	-	381
Total net profit/(loss)		2,504	(349)
Other comprehensive income/(loss), net of tax			
Item that may be reclassified subsequently to profit or loss:			
Currency translation differences for foreign operations			
- Loss	27	(46)	(433)
Item that will not be reclassified subsequently to profit or loss:			
Fair value gain/(loss) on financial assets, at FVOCI	15	4	(4)
Total comprehensive income/(loss)		2,462	(786)

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

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 December 2023

	Note	2023 \$'000	2022 \$'000
Net profit/(loss) attributable to:			
Equity holders of the Company		1,461	(414)
Non-controlling interests		1,043	65
		<u>2,504</u>	<u>(349)</u>
Profit/(loss) attributable to equity holders of the Company relates to:			
Profit/(loss) from continuing operations		1,461	(299)
Loss from discontinued operations		-	(115)
		<u>1,461</u>	<u>(414)</u>
Total comprehensive income/(loss) attributable to:			
Equity holders of the Company		1,419	(851)
Non-controlling interests		1,043	65
		<u>2,462</u>	<u>(786)</u>
Earnings/(loss) per share attributable to equity holders of the Company (cents per share)			
Basic and diluted			
- From continuing operations	10	0.32	(0.07)
- From discontinued operations	10	-	(0.02)
		<u>0.32</u>	<u>(0.09)</u>

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

BALANCE SHEETS

As at 31 December 2023

	Note	Group		Company	
		2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
ASSETS					
Current assets					
Cash and cash equivalents	11	10,470	9,026	524	1,750
Trade and other receivables	12	14,041	20,157	36,959	46,172
Inventories	13	4,076	5,642	-	-
Contract assets	4	249	334	607	677
		28,836	35,159	38,090	48,599
Assets of disposal group classified as held-for-sale	14	70,544	74,610	-	-
		99,380	109,769	38,090	48,599
Non-current assets					
Financial assets, at FVOCI	15	91	87	-	-
Investments in subsidiary corporations	16	-	-	48,821	50,821
Investment in a joint venture	17	-	-	-	-
Investments in associated companies	18	-	35	-	35
Property, plant and equipment	19	75,860	86,390	39	97
Deposits for purchase of property, plant and equipment		881	-	-	-
Intangible assets	22	4,781	4,781	-	-
		81,613	91,293	48,860	50,953
Total assets		180,993	201,062	86,950	99,552
LIABILITIES					
Current liabilities					
Trade and other payables	23	8,376	5,786	17,449	26,599
Contract liabilities	4	1,177	2,139	-	-
Borrowings	24	9,705	11,814	2,872	2,872
Current income tax liabilities		321	738	-	-
		19,579	20,477	20,321	29,471
Liabilities directly associated with disposal group classified as held-for-sale	14	67,238	68,344	-	-
		86,817	88,821	20,321	29,471
Non-current liabilities					
Borrowings	24	60,062	79,614	37,799	45,790
Deferred income tax liabilities	25	1,752	1,752	-	-
		61,814	81,366	37,799	45,790
Total liabilities		148,631	170,187	58,120	75,261
NET ASSETS		32,362	30,875	28,830	24,291
EQUITY					
Capital and reserves attributable to equity holders of the Company					
Share capital	26	93,267	93,082	93,267	93,082
Fair value reserve		14	10	-	-
Translation reserve	27	(986)	(940)	(42)	(44)
Accumulated losses		(61,527)	(62,988)	(64,395)	(68,747)
		30,768	29,164	28,830	24,291
Non-controlling interests	16	1,594	1,711	-	-
Total equity		32,362	30,875	28,830	24,291

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

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For the financial year ended 31 December 2023

Note	← Attributable to equity holders of the Company →						
	Share capital \$'000	Fair value reserve* \$'000	Translation reserve* \$'000	Accumulated losses \$'000	Total \$'000	Non- controlling interests \$'000	Total equity \$'000
Group							
2023							
Balance as at 1 January 2023	93,082	10	(940)	(62,988)	29,164	1,711	30,875
Share issue pursuant to:							
- Share-based payment	35	-	-	-	35	-	35
- Share Awards under the PSAS 2021	150	-	-	-	150	-	150
Dividends payable to non-controlling interests	16	-	-	-	-	(1,200)	(1,200)
Incorporation of a new subsidiary corporation	-	-	-	-	-	40	40
Total comprehensive income/(loss) for the financial year	-	4	(46)	1,461	1,419	1,043	2,462
End of financial year	93,267	14	(986)	(61,527)	30,768	1,594	32,362
2022							
Balance as at 1 January 2022	92,952	14	(507)	(62,574)	29,885	1,646	31,531
Share issue pursuant to:							
- Share-based payment	35	-	-	-	35	-	35
- Share Awards under the PSAS 2021	95	-	-	-	95	-	95
Total comprehensive (loss)/income for the financial year	-	(4)	(433)	(414)	(851)	65	(786)
End of financial year	93,082	10	(940)	(62,988)	29,164	1,711	30,875

* Fair value and translation reserves are not available for distribution.

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

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 December 2023

	Note	2023 \$'000	2022 \$'000
Cash flows from operating activities			
Net profit/(loss)		2,504	(349)
Adjustments for:			
- Income tax expense	9	244	335
- Depreciation of property, plant and equipment	19	8,291	9,078
- Discount on Net Working Capital	5	82	-
- Dividend income from financial assets, FVOCI	5	(3)	(5)
- Gain on disposal of non-current assets held-for-sale	5	(3,793)	(145)
- Gain on disposal of subsidiary corporations	14	-	(381)
- Impairment loss on property, plant and equipment	5	38	-
- Loss/(gain) on disposal of property, plant and equipment	5	1,022	(51)
- Loss from lease modification	5	-	587
- Shares Awards under the PSAS 2021	7	150	95
- Share of loss/(profit) of associated companies	18	37	(75)
- Interest income		(32)	(20)
- Interest expense		7,429	5,364
- Currency translation differences		(26)	64
		15,943	14,497
Change in working capital, net of disposal of subsidiary corporations			
- Trade and other receivables		1,445	(381)
- Inventories		1,566	(138)
- Contract assets		85	805
- Trade and other payables		1,550	(1,723)
- Contract liabilities		(962)	824
Cash generated from operations		19,627	13,884
Interest received		32	20
Income tax paid		(661)	(393)
Net cash provided by operating activities		18,998	13,511
Cash flows from investing activities			
Dividend income from financial assets, FVOCI		3	5
Dividend received from investment in an associated company		-	500
Net proceeds from disposal of subsidiary corporations	11	-	1,947
Proceeds/(net cash outflow) from disposal of non-current assets classified as held-for-sale		6,764	(27)
Proceeds from disposal of property, plant and equipment		9,692	51
Purchase of property, plant and equipment		(3,486)	(2,417)
Short-term bank deposits pledged		(7)	-
Net cash provided by investing activities		12,966	59

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

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 December 2023

	Note	2023 \$'000	2022 \$'000
Cash flows from financing activities			
Interest paid		(7,520)	(4,878)
Repayment of bank borrowings		(21,048)	(13,806)
Repayment of lease liabilities		(1,856)	(1,600)
(Decrease)/increase of trade financing		(143)	1,709
Proceeds from issuance of subsidiary corporation's shares to non-controlling		40	-
Net cash used in financing activities		(30,527)	(18,575)
Net increase/(decrease) in cash and cash equivalents		1,437	(5,005)
Cash and cash equivalents			
Beginning of financial year		8,521	13,526
End of financial year	11	9,958	8,521

Reconciliation of liabilities arising from financing activities

	As at 1 January 2023 \$'000	Proceeds from borrowings \$'000	Principal and interest payments \$'000	Non-cash changes			As at 31 December 2023 \$'000
				Addition during the financial year \$'000	Interest expense \$'000	Accrued interest \$'000	
Bank borrowings*	137,799	-	(27,953)	-	6,814	91	116,751
Lease liabilities*	20,264	-	(2,397)	280	541	-	18,688
Trade financing*	1,709	5,285	(5,502)	-	74	-	1,566

	As at 1 January 2022 \$'000	Proceeds from borrowings \$'000	Principal and interest payments \$'000	Non-cash changes			As at 31 December 2022 \$'000	
				Lease modification \$'000	Disposal of subsidiary corporations	Interest expense \$'000		Accrued interest \$'000
Bank borrowings*	151,605	-	(18,116)	-	-	4,796	(486)	137,799
Lease liabilities*	22,278	-	(2,140)	(392)	(22)	540	-	20,264
Bank overdraft	306	-	(315)	-	-	9	-	-
Trade financing*	-	3,954	(2,264)	-	-	19	-	1,709

* Bank borrowings, lease liabilities and trade financing include the liabilities directly associated with disposal group classified as held-for-sale.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

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

These financial statements were authorised for issue in accordance with a resolution of the Board of Directors of Mencast Holdings Ltd. on 3 April 2024.

1. General information

Mencast Holdings Ltd. (the “**Company**”) is listed on the Catalist Board of Singapore Exchange Securities Trading Limited (“**SGX-ST**”) and incorporated and domiciled in Singapore. The address of its registered office is 42E Penjuru Road, Mencast Central, Singapore 609161.

The principal activity of the Company is that of investment holding. The principal activities of its subsidiary corporations are disclosed in Note 16 to the financial statements.

2. Material accounting policies

2.1 Basis of preparation

These financial statements have been prepared in accordance with the Singapore Financial Reporting Standards (International) (“**SFRS(I)s**”) under the historical cost convention, except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with SFRS(I)s requires Management to exercise its judgement in the process of applying the Group’s accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3 to the financial statements.

Going concern

On 10 November 2021, the Group entered into a letter agreement dated 13 October 2021 to amend certain terms of the Debt Restructuring Agreement (“**Amended DRA**”) as below:

- (a) All financial covenants under the relevant existing facility agreements (i.e. clauses pertaining to financial conditions, the breach of which would result in an event of default under such facility agreements) will be waived until 31 March 2024, and no event of default under and/or breach of such existing facility agreements shall arise therefrom;
- (b) The Group shall deleverage its debt by at least \$55,000,000 on or before 31 March 2024, through the divestment of certain agreed non-core assets and an identified non-core business unit of the Group; and
- (c) During the restructuring period and until 31 March 2024, the Group shall not pay dividends or any other forms of distributions to its shareholders.

On 13 February 2024, the Group entered into a letter agreement dated 6 February 2024 to amend the deadline of the Amended DRA (“**Further Amended DRA**”) from 31 March 2024 till 31 March 2026 with no changes to the terms as per the agreement dated 13 October 2021. The Amended DRA was further modified by a Deed of Removal of Parties, removing certain parties in the Amended DRA.

The following Group companies remain parties to the Further Amended DRA and shall continue to be responsible for fulfilling the obligations contained therein:

1. Mencast Holdings Ltd.;
2. Mencast Engineering Pte. Ltd.;
3. Mencast Marine Pte Ltd;
4. Mencast Offshore & Marine Pte. Ltd.; and
5. Recon Propeller & Engineering Pte Ltd.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

2. Material accounting policies (continued)

2.1 Basis of preparation (continued)

Going concern (continued)

The Management is making a continuous effort and actively seeking for potential buyers to divest an identified non-core asset in order to deleverage its debts by at least \$55,000,000 on or before 31 March 2026.

The Board of Directors has concluded that the Group has sufficient financial resources and there is no material uncertainty regarding the Group's ability to continue as a going concern for at least the next twelve months from the date of authorisation of these financial statements, having assessed the sources of funding and support made available to the Group.

Interpretations and amendments to published standards effective in 2023

On 1 January 2023, the Group has adopted the new or amended SFRS(I) and Interpretations of SFRS(I) ("**INT SFRS(I)**") that are mandatory for application for the financial year. Changes to the Group's accounting policies have been made as required, in accordance with the transitional provisions in the respective SFRS(I) and INT SFRS(I).

The adoption of these new or amended SFRS(I) and INT SFRS(I) did not result in substantial changes to the Group's accounting policies and had no material effect on the amounts reported for the current or prior financial years.

2.2 Revenue recognition

(a) *Sale of goods*

Revenue from sale of goods is recognised at a point in time when control of the products has transferred to its customer, being when the products are delivered to the customer, the customer has full discretion over the channel and price to sell the products, and there is no unfulfilled obligation that could affect the customer's acceptance of the products. Delivery occurs when the products have been shipped to the specified locations, the risks of obsolescence and loss have been transferred to the customer, and either the customer has accepted the products in accordance with the sales contract, the acceptance terms have lapsed, or the Group has objective evidence that all criteria for acceptance have been satisfied.

(b) *Rendering of services*

Services income from maintenance, repair and overhaul and waste management

Revenue from service income from maintenance, repair and overhaul and waste management are recognised at a point in time when the services are rendered and accepted by customers. Advances from customers are deferred and classified as "Contract liabilities" until the revenue is recognised. Labour and overhead costs incurred relating to reconditioning services are deferred and classified as "Contract assets" until the revenue is recognised. Unbilled revenue on completed services is recognised as "Contract assets".

(c) *Construction contracts*

The construction division manufactures and produces specialised equipment for customers through fixed-price contracts. Revenue is recognised when the control over the specialised equipment has been transferred to the customer. At contract inception, the Group assesses whether the Group transfers control of the equipment over time or at a point in time by determining if (a) its performance does not create an asset with an alternative use to the Group; and (b) the Group has an enforceable right to payment for performance completed to date.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

2. Material accounting policies (continued)**2.2 Revenue recognition** (continued)*(c) Construction contracts* (continued)

The specialised equipment has no alternative use for the Group due to contractual restriction, and the Group has enforceable rights to payment arising from the contractual terms. For these contracts, revenue is recognised over time by reference to the Group's progress towards completing the construction of the specialised equipment. The measure of progress is determined based on the proportion of contract costs incurred to date relative to the estimated total contract costs. Costs incurred that are not related to the contract or that do not contribute towards satisfying a performance obligation are excluded from the measure of progress and instead are expensed as incurred.

For certain contracts where the Group does not have an enforceable right to payment, revenue is recognised only when the completed specialised equipment is delivered to the customers and the customers have accepted it in accordance with the sales contract.

The period between the transfer of the promised goods and payment by the customer may exceed one year. For such contracts, there is no significant financing component present as the payment terms are an industry practice to protect the customer from the performing entity's failure to adequately complete some or all of its obligations under the contract. As a consequence, the Group does not adjust any of the transaction prices for the time value of money.

Estimates of revenues, costs or extent of progress toward completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in the profit or loss in the period in which the circumstances that give rise to the revision become known by Management.

The customer is invoiced on a milestone payment schedule. If the value of the goods transferred by the Group exceeds the payments, a "Contract assets" is recognised. If the payments exceed the value of the goods transferred, a "Contract liabilities" is recognised.

For costs incurred in fulfilling the contract which are within the scope of another SFRS(I) (eg. Inventories), these have been accounted for in accordance with those other SFRS(I). If these are not within the scope of another SFRS(I), the Group will capitalise these as contract costs assets only if (a) these costs relate directly to a contract or an anticipated contract which the Group can specifically identify; (b) these costs generate or enhance resources of the Group that will be used in satisfying (or in continuing to satisfy) performance obligations in the future; and (c) these costs are expected to be recovered. Otherwise, such costs are recognised as an expense immediately.

Capitalised contract costs are subsequently amortised on a systematic basis as the Group recognises the related revenue over time. An impairment loss is recognised in the profit or loss to the extent that the carrying amount of capitalised contract costs exceeds the expected remaining consideration less any directly related costs not yet recognised as expenses.

(d) Interest income

Interest income is recognised using the effective interest rate method.

(e) Dividend income

Dividend income is recognised when the right to receive payment is established, it is probable that the economic benefits associated with the dividend will flow to the Group, and the amount of the dividend can be reliably measured.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

2. Material accounting policies (continued)

2.2 Revenue recognition (continued)

(f) *Rental income*

Rental income from operating leases (net of any incentives given to the lessees) is recognised on a straight-line basis over the lease term.

(g) *Sale of scrap*

Revenue from sale of scrap is recognised at a point in time when the Group has delivered the scrap to the customer, the customer has accepted the scrap and the collectability of the related receivables is reasonably assured.

2.3 Government grants

Grants from the government are recognised as a receivable at their fair value when there is reasonable assurance that the grant will be received and the Group will comply with all the attached conditions.

Government grant receivables are recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis. Government grants relating to expenses are shown separately as "Other gains – net".

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

2.4 Group accounting

(a) *Subsidiary corporations*

(i) *Consolidation*

Subsidiary corporations are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group 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. Subsidiary corporations are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date on that control ceases.

In preparing the consolidated financial statements, transactions, balances and unrealised gains on transactions between group entities are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment indicator of the transferred asset. Accounting policies of subsidiary corporations have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests comprise the portion of a subsidiary corporation's net results of operations and its net assets, which is attributable to the interests that are not owned directly or indirectly by the equity holders of the Company. They are shown separately in the consolidated statement of comprehensive income, consolidated statement of changes in equity and balance sheet. Total comprehensive income is attributed to the non-controlling interests based on their respective interests in a subsidiary corporation, even if this results in the non-controlling interests having a deficit balance.

(ii) *Acquisitions*

The acquisition method of accounting is used to account for business combinations entered into by the Group.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

2. Material accounting policies (continued)**2.4 Group accounting** (continued)*(a) Subsidiary corporations* (continued)*(ii) Acquisitions* (continued)

The consideration transferred for the acquisition of a subsidiary corporation or business comprises the fair value of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred also includes any contingent consideration arrangement and any pre-existing equity interests in the subsidiary corporation measured at their fair values at the acquisition date.

Acquisition-related costs are expensed as incurred.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date.

On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree at the date of acquisition either at fair value or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

The excess of (a) the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interests in the acquiree over the (b) fair value of the identifiable net assets acquired is recorded as goodwill. If those amounts are less than the fair value of the identifiable net assets of the subsidiary corporation acquired and the measurement of all amounts has been reviewed, the difference is recognised directly in profit or loss as a gain from bargain purchase.

Please refer to Note 2.6 "Intangible assets - Goodwill" for the subsequent accounting policy on goodwill.

(iii) Disposals

When a change in the Group's ownership interest in a subsidiary corporation results in a loss of control over the subsidiary corporation, the assets and liabilities of the subsidiary corporation including any goodwill are derecognised. Amounts previously recognised in other comprehensive income in respect of that entity are also reclassified to profit or loss or transferred directly to retained earnings if required by a specific SFRS(I).

Any retained equity interests in the entity are remeasured at fair value. The difference between the carrying amount of the retained interest at the date when control is lost and its fair value is recognised in profit or loss.

Please refer to Note 2.8 "Investments in subsidiary corporations, associated companies and a joint venture" for the accounting policy on investments in subsidiary corporations in the separate financial statements of the Company.

(b) Transactions with non-controlling interests

Changes in the Group's ownership interest in a subsidiary corporation that do not result in a loss of control over the subsidiary corporation are accounted for as transactions with equity owners of the Company. Any difference between the change in the carrying amounts of the non-controlling interest and the fair value of the consideration paid or received is recognised within equity attributable to the equity holders of the Company.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

2. Material accounting policies (continued)

2.4 Group accounting (continued)

(c) Associated companies and joint venture

Associated companies are entities over which the Group has significant influence, but not control, generally accompanied by a shareholding giving rise to voting rights of 20% and above.

Joint venture is an entity over which the Group has joint control as a result of contractual arrangements, and rights to the net assets of the entities.

Investments in associated companies and joint venture are accounted for in the consolidated financial statements using the equity method of accounting less impairment losses, if any.

(i) Acquisition

Investments in associated companies and joint venture are initially recognised at cost. The cost of an acquisition is measured at the fair value of the assets given, equity instruments issued or liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the acquisition. Goodwill on associated companies and joint venture represents the excess of the cost of acquisition of the associated companies or joint venture over the Group's share of the fair value of the identifiable net assets of the associated companies or joint venture and is included in the carrying amount of the investments.

(ii) Equity method of accounting

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise Group's share of its associated companies' or joint venture's post-acquisition profits or losses of the investee in profit or loss and its share of movements in other comprehensive income of the investee's other comprehensive income. Dividends received or receivable from the associated companies or joint venture are recognised as a reduction of the carrying amount of the investments. When the Group's share of losses in associated companies or joint venture equals to or exceeds its interest in the associated companies or joint venture, the Group does not recognise further losses, unless it has legal or constructive obligations to make, or has made, payments on behalf of the associated companies or joint venture. If the associated companies or joint venture subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised.

Unrealised gains on transactions between the Group and its associated companies or joint venture are eliminated to the extent of the Group's interest in the associated companies or joint venture. Unrealised losses are also eliminated unless the transactions provide evidence of impairment of the assets transferred. The accounting policies of associated companies or joint venture are changed where necessary to ensure consistency with the accounting policies adopted by the Group.

(iii) Disposals

Investments in associated companies or joint venture are derecognised when the Group loses significant influence or joint control. If the retained equity interests in the former associated companies or joint venture is a financial asset, the retained equity interests is measured at fair value. The difference between the carrying amount of the retained interest at the date when significant influence or joint control is lost, and its fair value and any proceeds on partial disposal, is recognised in profit or loss.

Please refer to Note 2.8 "Investments in subsidiary corporations, associated companies and a joint venture" for the accounting policy on investments in associated companies and a joint venture in the separate financial statements of the Company.

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

2. Material accounting policies (continued)

2.5 Property, plant and equipment

(a) Measurement

(i) Buildings on leasehold land

Buildings on leasehold land are initially recognised at cost and are subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

(ii) Other property, plant and equipment

All other items of property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

(iii) Components of costs

The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by Management. Cost also includes borrowing costs (refer to Note 2.7 on borrowing costs).

(b) Depreciation

Depreciation of property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives as follows:

	<u>Useful lives</u>
Leasehold land	Over the lease periods of 9 to 60 years
Buildings on leasehold land	Over the lease periods of 9 to 60 years
Machinery and equipment	10 - 15 years
Furniture and fittings	5 years
Office equipment	5 years
Motor vehicles	5 to 10 years
Vessels	7 to 15 years
Computers	1 to 3 years
Renovation	5 years

No depreciation is provided on construction in progress, however it is subject to impairment.

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are recognised in profit or loss when the changes arise.

(c) Subsequent expenditure

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

(d) Disposal

On disposal of an item of property, plant and equipment, the difference between the disposal proceeds and its carrying amount is recognised in profit or loss within "Other gains – net".

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

2. Material accounting policies (continued)

2.6 Intangible assets

Goodwill

Goodwill on acquisitions of subsidiary corporations and businesses represents the excess of (i) the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition - date fair value of any previous equity interests in the acquiree over (ii) the fair value of the identifiable net assets acquired. Goodwill on subsidiary corporations is recognised separately as intangible assets and carried at cost less accumulated impairment losses.

Goodwill on acquisitions of associated companies and joint venture represents the excess of the cost of the acquisition over the Group's share of the fair value of the identifiable net assets acquired. Goodwill on associated companies and joint venture is included in the carrying amount of the investments.

Gains and losses on the disposal of subsidiary corporations, associated companies and joint venture include the carrying amount of goodwill relating to the entity sold.

2.7 Borrowing costs

Borrowing costs are recognised in profit or loss using the effective interest method except for those costs that are directly attributable to the construction or development of properties and assets under construction. This includes those costs on borrowings acquired specifically for the construction or development of properties and assets under construction, as well as those in relation to general borrowings used to finance the construction or development of properties and assets under construction.

The actual borrowing costs incurred during the period up to the asset being ready for its intended use less any investment income on temporary investment of these borrowings are capitalised in the cost of the property under development. Borrowing costs on general borrowings are capitalised by applying a capitalisation rate to construction or development expenditures that are financed by general borrowings.

2.8 Investments in subsidiary corporations, associated companies and a joint venture

Investments in subsidiary corporations, associated companies and a joint venture are carried at cost less accumulated impairment losses in the Company's balance sheet. On disposal of such investments, the difference between disposal proceeds and the carrying amounts of the investments are recognised in profit or loss.

2.9 Impairment of non-financial assets

(a) Goodwill

Goodwill recognised separately as an intangible asset is tested for impairment annually and whenever there is indication that the goodwill may be impaired.

For the purpose of impairment testing of goodwill, goodwill is allocated to each of the Group's cash-generating units ("CGU") expected to benefit from synergies arising from the business combination.

An impairment loss is recognised when the carrying amount of a CGU, including the goodwill, exceeds the recoverable amount of the CGU. The recoverable amount of a CGU is the higher of the CGU's fair value less cost to sell and value-in-use.

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

2. Material accounting policies (continued)

2.9 Impairment of non-financial assets (continued)

(a) *Goodwill* (continued)

The total impairment loss of a CGU is allocated first to reduce the carrying amount of goodwill allocated to the CGU and then to the other assets of the CGU pro-rata on the basis of the carrying amount of each asset in the CGU. An impairment loss on goodwill is recognised as an expense and is not reversed in a subsequent period.

(b) *Property, plant and equipment*

Right-of-use assets

Investments in subsidiary corporations, associated companies and a joint venture

Property, plant and equipment, right-of-use assets and investments in subsidiary corporations, associated companies and a joint venture are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired.

For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash inflows that are largely independent of those from other assets. If this is the case, the recoverable amount is determined for the CGU to which the asset belongs.

If the recoverable amount of the asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount.

The difference between the carrying amount and recoverable amount is recognised as an impairment loss in profit or loss.

For an asset other than goodwill, management assesses at the end of the balance sheet date whether there is any indication that an impairment recognised in prior periods may no longer exist or may have decreased. If any such indication exists, the recoverable amount of that asset is estimated and may result in a reversal of impairment loss. The carrying amount of this asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortisation or depreciation) had no impairment loss been recognised for the asset in prior years.

A reversal of impairment loss for an asset other than goodwill is recognised in profit or loss.

2.10 Financial assets

(a) *Classification and measurement*

The Group classifies its financial assets in the following measurement categories:

- Amortised cost; and
- Fair value through other comprehensive income (FVOCI)

The classification depends on the Group's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial asset.

The Group reclassifies debt instruments when and only when its business model for managing those assets changes.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

2. Material accounting policies (continued)

2.10 Financial assets (continued)

(a) Classification and measurement (continued)

At initial recognition

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

At subsequent measurement

(i) Debt instruments

Debt instruments mainly comprise of cash and cash equivalents and trade and other receivables.

Debt instruments that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in interest income using the effective interest rate method.

(ii) Equity investments

The Group subsequently measures all its equity investments at their fair values. The Group has elected to recognise changes in fair value of equity securities not held for trading in other comprehensive income as these are strategic investments and the Group considers this to be more relevant. Movements in fair values of investments classified as FVOCI are presented as "Fair value gains/losses" in Other Comprehensive Income. Dividends from equity investments are recognised in profit or loss as "Dividend income".

(b) Impairment

The Group assesses on a forward-looking basis the expected credit losses associated with its debt financial assets carried at amortised cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk. Note 30(b) to the financial statements details how the Group determines whether there has been a significant increase in credit risk.

For trade receivables, lease receivables and contract assets, the Group applies the simplified approach permitted by the SFRS(I) 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

For cash and bank balances and other receivables, the general 3 stage approach is applied. Credit loss allowance is based on 12-month expected credit loss if there is no significant increase in credit risk since initial recognition of the assets. If there is a significant increase in credit risk since initial recognition, lifetime expected credit loss will be calculated and recognised.

(c) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date – the date on which the Group commits to purchase or sell the asset.

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

2. Material accounting policies (continued)

2.10 Financial assets (continued)

(c) Recognition and derecognition (continued)

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

On disposal of a debt instrument, the difference between the carrying amount and the sale proceeds is recognised in profit or loss. Any amount previously recognised in other comprehensive income relating to that asset is reclassified to profit or loss.

On disposal of an equity investment, the difference between the carrying amount and sales proceed is recognised in profit or loss if there was no election made to recognise fair value changes in other comprehensive income. If there was an election made, any difference between the carrying amount and sales proceed amount would be recognised in other comprehensive income and transferred to retained profits along with the amount previously recognised in other comprehensive income relating to that asset.

2.11 Offsetting of financial instruments

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is a legally enforceable right to offset and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

2.12 Financial guarantees

The Company has issued corporate guarantees to banks for bank borrowings of its subsidiary corporations. These guarantees are financial guarantees as they require the Company to reimburse the banks if the subsidiary corporations fail to make principal or interest payments when due in accordance with the terms of their borrowings. Intra-group transactions are eliminated on consolidation.

Financial guarantee contracts are initially measured at fair value and subsequently measured at the higher of:

- (a) amount initially recognised less the cumulative amount of income recognised in accordance with the principles of SFRS(I) 15; and
- (b) the amount of expected loss allowance computed using the impairment methodology under Note 2.10 to the financial statements.

2.13 Borrowings

Borrowings are presented as current liabilities unless the Group has an unconditional right to defer settlement for at least 12 months after the balance sheet date, in which case they are presented as non-current liabilities.

Borrowings are initially recognised at fair value (net of transaction costs) and subsequently carried at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method.

Borrowings are derecognised when the obligation is discharged, cancelled or expired. The difference between the carrying amount and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

2. Material accounting policies (continued)

2.14 Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Group prior to the end of financial year which are unpaid. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). Otherwise, they are presented as non-current liabilities. Trade and other payables are initially recognised at fair value, and subsequently carried at amortised cost using the effective interest method.

2.15 Leases

(a) When the Group is the lessee

At the inception of the contract, the Group assesses if the contract contains a lease. A contract 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. Reassessment is only required when the terms and conditions of the contract are changed.

(i) Right-of-use assets

The Group recognises a right-of-use asset and lease liability at the date which the underlying asset is available for use. Right-of-use assets are measured at cost which comprises the initial measurement of lease liabilities adjusted for any lease payments made at or before the commencement date and lease incentive received. Any initial direct costs that would not have been incurred if the lease had not been obtained are added to the carrying amount of the right-of-use assets.

These right-of-use assets are subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Right-of-use assets are presented within the respective categories in "Property, plant and equipment".

(ii) Lease liabilities

The initial measurement of a lease liability is measured at the present value of the lease payments discounted using the interest rate implicit in the lease, if the rate can be readily determined. If that rate cannot be readily determined, the Group shall use its incremental borrowing rate.

Lease payments include the following:

- Fixed payments (including in-substance fixed payments), less any lease incentives receivables;
- Variable lease payments that are based on an index or rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under residual value guarantees;
- The exercise price of a purchase option if the Group is reasonably certain to exercise the option; and
- Payment of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

For a contract that contain both lease and non-lease components, the Group allocates the consideration to each lease component on the basis of the relative stand-alone prices of the lease and non-lease components. The Group has elected to not separate lease and non-lease components for property leases and account these as one single lease component.

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

2. Material accounting policies (continued)

2.15 Leases (continued)

(a) *When the Group is the lessee* (continued)

(ii) *Lease liabilities* (continued)

Lease liabilities are measured at amortised cost using the effective interest method. Lease liabilities shall be remeasured when:

- There is a change in future lease payments arising from changes in an index or rate;
- There is a change in the Group's assessment of whether it will exercise an extension option; or
- There is a modification in the scope or the consideration of the lease that was not part of the original term.

Lease liabilities are remeasured with a corresponding adjustment to the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

(iii) *Short term and low value leases*

The Group has elected to not recognise right-of-use assets and lease liabilities for short-term leases that have lease terms of 12 months or less and leases of low value leases, except for sublease arrangements. Lease payments relating to these leases are expensed to profit or loss on a straight-line basis over the lease term.

(b) *When the Group is the lessor*

The Group leases out certain office and workshop space of its leasehold properties under operating leases to non-related parties.

(i) *Lessor – Operating leases*

Leases where the Group retains substantially all risks and rewards incidental to ownership are classified as operating leases. Rental income from operating leases (net of any incentives given to the lessees) is recognised in profit or loss on a straight-line basis over the lease term.

Initial direct costs incurred by the Group in negotiating and arranging operating leases are added to the carrying amount of the leased assets and recognised as an expense in profit or loss over the lease term on the same basis as the lease income.

Contingent rents are recognised as income in profit or loss when earned.

(ii) *Lessor – Subleases*

In classifying a sublease, the Group as an intermediate lessor classifies the sublease as an operating lease with reference to the right-of-use asset arising from the head lease, rather than the underlying asset.

When the sublease is assessed as an operating lease, the Group recognises lease income from the sublease in profit or loss within "Other gains – net". The right-of-use asset relating to the head lease is not derecognised.

For contract which contains lease and non-lease components, the Group allocates the consideration based on a relative stand-alone selling price basis.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

2. Material accounting policies (continued)

2.16 Inventories

Inventories are carried at the lower of cost and net realisable value. Cost is determined using the first-in, first-out method. The cost of finished goods and work-in-progress comprises raw materials, direct labour, other direct costs and related 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 applicable variable selling expenses.

2.17 Income taxes

Current income tax for current and prior periods is recognised at the amount expected to be paid to or recovered from the tax authorities, using the tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a tax authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Deferred income tax is recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profit or loss at the time of the transaction.

A deferred income tax liability is recognised on temporary differences arising on investments in subsidiary corporations, associated companies and a joint venture, except where the Group is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

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

Deferred income tax is measured:

- (i) at the tax rates that are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date; and
- (ii) based on the tax consequence that will follow from the manner in which the Group expects, at the balance sheet date, to recover or settle the carrying amounts of its assets and liabilities.

Current and deferred income taxes are recognised as income or expense in profit or loss, except to the extent that the tax arises from a business combination or a transaction which is recognised directly in equity. Deferred tax arising from a business combination is adjusted against goodwill on acquisition.

The Group accounts for investment tax credits similar to accounting for other tax credits where a deferred tax asset is recognised for unused tax credits to the extent that it is probable that future taxable profit will be available against which the unused tax credits can be utilised.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

2. Material accounting policies (continued)**2.18 Provisions**

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses. Changes in the estimated timing or amount of the expenditure or discount rate are recognised in profit or loss when the changes arise.

2.19 Employee compensation

Employee benefits are recognised as an expense, unless the cost qualifies to be capitalised as an asset.

(a) Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into separate entities such as the Central Provident Fund on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid.

(b) Profit sharing and bonus plans

The Group recognises a liability and an expense for bonuses and profit-sharing, based on a formula that takes into consideration the profit attributable to the Company's Shareholders after certain adjustments. The Group recognises an accrual when it is contractually obliged to pay or when there is a past practice that has created a constructive obligation to pay.

(c) Performance shares

Benefits to employees including the Directors are provided in the form of share-based payment transactions, whereby employees render services in exchange for the shares or right over shares ("**equity-settled transactions**"). The fair value of the employee services rendered is determined by reference to the fair value of the shares awarded or granted, excluding the impact of any non-market vesting conditions. These fair values are based on the market price of the entity's share on grant date. This fair value is recognised in profit or loss over the vesting period of the share-based payment scheme with the corresponding increase in equity. The value of change is adjusted in profit or loss over the remaining vesting period to reflect expected and actual levels of shares vested, with the corresponding adjustment made in equity. Cancellations of grants of equity instruments during the vesting period (other than a grant cancelled by forfeiture when the vesting conditions are not satisfied) are accounted for as an acceleration of vesting, therefore any amount unrecognised that would otherwise have been charged is recognised immediately in profit or loss.

(d) Short-term compensated absences

Employee entitlements to annual leave are recognised when they accrue to employees. An accrual is made for the estimated liability for unutilised annual leave as a result of services rendered by employees up to the balance sheet date.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

2. Material accounting policies (continued)

2.20 Currency translation

(a) *Functional and presentation currency*

Items included in the financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates ("**functional currency**"). The financial statements are presented in Singapore Dollar ("**SGD**" or "**\$**"), which is the functional currency of the Company and have been rounded to the nearest thousand ("**\$'000**").

(b) *Transactions and balances*

Transactions in a currency other than the functional currency ("**foreign currency**") are translated into the functional currency using the exchange rates at the dates of the transactions. Currency exchange differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the balance sheet date are recognised in profit or loss. Monetary items include primarily financial assets (other than equity investments), contract assets and financial liabilities. However, in the consolidated financial statements, currency translation differences arising from borrowings in foreign currencies and other currency instruments designated and qualifying as net investment hedges and net investment in foreign operations, are recognised in other comprehensive income and accumulated in the currency translation reserve.

When a foreign operation is disposed of or any loan forming part of the net investment of the foreign operation is repaid, a proportionate share of the accumulated currency translation differences is reclassified to profit or loss, as part of the gain or loss on disposal.

Foreign exchange gains and losses that relate to borrowings are presented in the statement of comprehensive income within "Finance expense". All other foreign exchange gains and losses impacting profit or loss are presented in the statement of comprehensive income within "Other gains – net".

Non-monetary items measured at fair values in foreign currencies are translated using the exchange rates at the date when the fair values are determined.

(c) *Translation of Group entities' financial statements*

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- (i) Assets and liabilities are translated at the closing exchange rates at the balance sheet date;
- (ii) Income and expenses are translated at average exchange rates (unless the average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated using the exchange rates at the dates of the transactions); and
- (iii) All resulting currency translation differences are recognised in other comprehensive income and accumulated in the currency translation reserve. These currency translation differences are reclassified to profit or loss on disposal or partial disposal with loss of control of the foreign operation.

Goodwill and fair value adjustments arising on the acquisition of foreign operations are treated as assets and liabilities of the foreign operations and translated at the closing rates at the balance sheet date.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

2. Material accounting policies (continued)**2.21 Segment reporting**

Operating segments are reported in a manner consistent with the internal reporting provided to the Board of Directors whose members are responsible for allocating resources and assessing performance of the operating segments.

2.22 Cash and cash equivalents

For the purpose of presentation in the consolidated statement of cash flows, cash and cash equivalents include cash on hand, deposits with financial institutions which are subject to an insignificant risk of change in value, net of bank overdrafts and short-term bank deposits pledged. Bank overdrafts are presented as current borrowings on the balance sheet. For cash subjected to restriction, assessment is made on the economic substance of the restriction and whether they meet the definition of cash and cash equivalents.

2.23 Share capital and treasury shares

Ordinary shares are classified as equity. Incremental costs directly attributable to the issuance of new ordinary shares are deducted against the share capital account.

When any entity within the Group purchases the Company's ordinary shares ("**Treasury shares**"), the carrying amount which includes the consideration paid and any directly attributable transaction cost is presented as a component within equity attributable to the Company's equity holders, until they are cancelled, sold or reissued.

When treasury shares are subsequently cancelled, the cost of treasury shares are deducted against the share capital account if the shares are purchased out of capital of the Company, or against the retained profits of the Company if the shares are purchased out of earnings of the Company.

2.24 Dividends to Company's Shareholders

Dividends to the Company's Shareholders are recognised when the dividends are approved for payment.

2.25 Non-current assets (or disposal groups) held-for-sale and discontinued operations

Non-current assets (or disposal groups) are classified as assets held-for-sale and carried at the lower of carrying amount and fair value less costs to sell if their carrying amount is recovered principally through a sale transaction rather than through continuing use. The assets are not depreciated or amortised while they are classified as held-for-sale. Any impairment loss on initial classification and subsequent measurement is recognised as an expense. Any subsequent increase in fair value less costs to sell (not exceeding the accumulated impairment loss that has been previously recognised) is recognised in profit or loss.

A discontinued operation is a component of an entity that either has been disposed of, or that is classified as held-for-sale and:

- (a) Represents a separate major line of business or geographical area of operations; or
- (b) Is part of a single coordinated plan to dispose of a separate major line of business or geographical area of operations; or
- (c) Is a subsidiary corporation acquired exclusively with a view to resale.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

3. Critical accounting estimates, assumptions and judgements

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(a) Impairment of goodwill

There are no impairment charge on its goodwill during the financial years ended 31 December 2023 and 2022.

In performing the impairment assessment of the carrying amount of goodwill, as disclosed in Note 22 to the financial statements, the recoverable amounts of the CGUs in which goodwill has been attributable to, are determined using value-in-use ("VIU") calculation.

Significant judgements are used to estimate the weighted average growth rates and the pre-tax discount rates applied in computing the recoverable amounts of the different CGUs. In making these estimates, Management has relied on past performance, its expectations of market developments and the industry trends. Specific estimates are disclosed in Note 22 to the financial statements.

For goodwill attributable to Recon CGU, the change in the estimated recoverable amount from any reasonably possible change in the key estimates does not materially cause the recoverable amount to be lower than its carrying amount, please refer to the key assumptions in Note 22 to the financial statements.

(b) Impairment of property, plant and equipment

Property, plant and equipment are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired.

The recoverable amounts of these assets and, where applicable, CGU have been determined based on fair value less costs to sell and VIU. The carrying amounts of property, plant and equipment at the balance sheet date are disclosed in Note 19 to the financial statements.

The Group has recognised an impairment charge on property, plant and equipment of \$38,000 (2022: \$Nil) (Note 5) as the estimated recoverable amounts are less than carrying amount and/or fair value less costs to sell for the financial year ended 31 December 2023.

(c) Depreciation of property, plant and equipment

Property, plant and equipment are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful lives of these assets to be within 1 to 60 years. The carrying amount of the Group's property, plant and equipment as at 31 December 2023 was \$75,860,000 (2022: \$86,390,000) (Note 19). Changes in the expected level of usage could impact the economic useful lives and the residual values of these assets, therefore, future depreciation charges could be revised.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

3. Critical accounting estimates, assumptions and judgements (continued)*(d) Construction contracts*

The Group has ongoing contracts to construct specialised equipment. For these contracts, revenue is recognised over time by reference to the Group's progress towards completing the construction of the specialised equipment. The measure of progress is determined based on the proportion of contract costs incurred to date to the estimated total contract costs ("**input method**").

Management has to estimate the total contract costs to complete, which are used in the input method to determine the Group's recognition of construction revenue. When it is probable that the total contract costs will exceed the total construction revenue, a provision for onerous contracts is recognised immediately.

Significant judgement is used to estimate these total contract costs to complete. In making these estimates, Management has relied on the expertise of the surveying engineers to determine the progress of the construction and also on past experience of completed projects.

As at 31 December 2023, \$192,000 (2022: \$296,000) (Note 4(b)) of the Group's contract assets is subjected to the estimation of progress towards completion using the input method. If the total contract cost of on-going contracts to be incurred had been higher/lower by 5% (2022: 5%) from Management's estimates, the Group's revenue/contract assets would have been lower and higher by \$70,000 and \$188,000 (2022: \$3,006,000 and \$3,216,000). If the total contract costs to complete the on-going contracts had been higher by 10% (2022: 10%) from Management's estimates, no provision for onerous contracts would have been recognised for the financial years ended 31 December 2023 and 2022.

*(e) Expected credit loss ("**ECL**") for trade and other receivables and contract assets*

As at 31 December 2023, the Group's trade receivables and contract assets amounted to \$10,153,000 (2022: \$13,615,000) (Note 12) and \$249,000 (2022: \$334,000) (Note 4(b)) respectively, arising from the Group's different revenue segments – offshore & engineering, marine and energy services.

Based on the Group's historical credit loss experience, trade receivables and contract assets exhibited significantly different loss patterns for each revenue segment. Within each revenue segment, the Group has common customers across the different geographical regions and applies credit evaluations by customer. Accordingly, Management has determined the expected loss rates by grouping the receivables across geographical regions in each revenue segment. A loss allowance of \$60,000 (2022: \$Nil) (Note 30(b)) for trade receivables was recognised for the financial year ended 31 December 2023.

The Management had assessed and concluded that no loss allowances were written off during the financial year ended 31 December 2023. However, during the financial year ended 31 December 2022, the Group wrote off a loss allowance of trade receivables from non-related parties amounted to \$1,223,000 (Note 30(b)) as there was no indication of recovery.

The Group and the Company use the general approach for assessment of ECLs for other receivables. Under the general approach, the loss allowance is measured at an amount equal to 12-month ECL at initial recognition. For the financial year ended 31 December 2023, the Company has made a loss allowance amounting to \$3,000,000 (2022: \$2,151,000) (Note 30(b)) as there is no reasonable ground to recover the receivables from these subsidiary corporations.

The Management had assessed and concluded that the loss allowance for other receivables from subsidiary corporations amounting to \$10,080,000 (2022: \$Nil) (Note 30(b)) was written off during the financial year ended 31 December 2023 as there was no indication of recovery.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

3. Critical accounting estimates, assumptions and judgements (continued)*(e) Expected credit loss ("ECL") for trade and other receivables and contract assets* (continued)

The Group's and the Company's credit risk exposure for trade and other receivables and contract assets by different revenue segments are set out in Note 30(b) to the financial statements.

(f) Disposal group classified as held-for-sale

As at 31 December 2023, the carrying amount of assets and liabilities held-for-sale were \$70,544,000 and \$67,238,000 respectively (2022: \$74,610,000 and \$68,344,000). The details were disclosed in Notes 14(ii) to the financial statements. The balances are mainly related to Management's consistent and conscientious effort to divest an identified non-core assets to pare down its debt in accordance with the Further Amended DRA (2022: Amended DRA) (Note 2.1 – Going concern).

Accounting for a disposal group classified as held-for-sale involves significant Management judgments, which include the conditions required for classification as a disposal group held-for-sale, valuation of identified non-core assets, and presentation in the financial statements.

Significant judgments were used to assess the classification of identified non-core assets and liabilities as a disposal group held-for-sale. As at 31 December 2023, the disposal of identified non-core assets has not been completed from the initial date of classification. The Management had assessed and is of the view that it remained appropriate for the Group to continue to classify the identified non-core assets and liabilities as a disposal group classified as held-for-sale, as the delay of sale is caused by events or circumstances beyond the Group's control and the Group remains committed to its plan to sell the disposal group.

Judgement is also required from the Management in the measurement of the identified non-core assets at the lower of carrying amount and fair value less cost to sell. No impairment charge was recognised for the financial years ended 31 December 2023 and 2022.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

4. Revenue from contracts with customers*(a) Disaggregation of revenue from contracts with customers*

The Group derives revenue from the transfer of goods and services at a point in time and over time in the following nature of revenue and geographical regions. Revenue is attributed to countries by location of customers.

	At a point in time \$'000	Over time \$'000	Total \$'000
2023			
Construction contracts			
– Singapore	-	8	8
– Asia	-	2,190	2,190
	-	2,198	2,198
Sale of goods			
– Singapore	13,039	-	13,039
– Asia	1,864	-	1,864
– Rest of the world	464	-	464
	15,367	-	15,367
Services income from maintenance, repair and overhaul and waste management			
– Singapore	27,399	-	27,399
– Asia	1,345	-	1,345
– Rest of the world	2,108	-	2,108
	30,852	-	30,852
Total	46,219	2,198	48,417
2022			
Construction contracts			
– Singapore	-	885	885
– Asia	-	3,260	3,260
	-	4,145	4,145
Sale of goods			
– Singapore	14,100	-	14,100
– Asia	1,380	-	1,380
– Rest of the world	1,158	-	1,158
	16,638	-	16,638
Services income from maintenance, repair and overhaul and waste management			
– Singapore	20,787	-	20,787
– Asia	485	-	485
– Rest of the world	286	-	286
	21,558	-	21,558
Total	38,196	4,145	42,341

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

4. Revenue from contracts with customers (continued)

(b) Contract assets and liabilities

	Group				Company	
	2023		2022		2023	2022
	At a point in time \$'000	Over time \$'000	Total \$'000	At a point in time \$'000	Over time \$'000	Total \$'000
Contract assets						
- Construction contracts	-	192	192	-	296	296
- Services	57	-	57	38	-	38
Total contract assets	57	192	249	38	296	334
Contract liabilities						
- Construction contracts	-	10	10	-	70	70
- Sale of goods	1,152	-	1,152	2,068	-	2,068
- Services	15	-	15	1	-	1
Total contract liabilities	1,167	10	1,177	2,069	70	2,139

Contract assets relate primarily to the Group's right to consideration for works completed but not billed at the balance sheet date in respect of its construction contract of manufacture and production of specialised equipment. The contract assets are transferred to trade receivables when the rights become unconditional. This usually occurs when the Group issue progress billings to the customers.

Contract liabilities pertain to the Group's obligation to transfer goods or services to customers for which the Group has advances received from customers.

During the financial year 31 December 2023, the Group's contract assets include deferred cost of \$Nil (2022: \$18,000).

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

4. Revenue from contracts with customers (continued)

(b) Contract assets and liabilities (continued)

Revenue recognised in relation to contract liabilities

	Group	
	2023	2022
	\$'000	\$'000
Revenue recognised in current year that was included in the contract liability balance at the beginning of the financial year		
- Construction contracts	70	9
- Sale of goods	2,068	1,103
- Services	1	203
	2,139	1,315

There are no revenue recognised in the current financial year from performance obligations satisfied in previous financial years.

(c) Assets recognised from costs to fulfil contracts

Other than the contract assets disclosed above, the Group has no other current assets in relation to costs to fulfil contracts with customers. Deferred costs are costs incurred to fulfil a service obligation with customers. These costs are recognised to the profit or loss as cost of sales on a basis consistent with the pattern of recognition of the associated revenue.

Based on Management's assessment, the expected cost to complete the remaining construction contracts as at 31 December 2023 is expected to be completely recovered through contract revenue, hence no expected loss is recognised in the financial years ended 31 December 2023 and 2022 respectively.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

5. Other gains – net

Following are the other income and gains/(losses) recognised during the financial year:

	Group	
	2023	2022
	\$'000	\$'000
Dividend income from financial assets, FVOCI	3	5
Discount on Net Working Capital (Note 11)	(82)	-
Foreign currency exchange loss – net	(60)	(142)
Gain on disposal of non-current assets held-for-sale (Notes 14(ii)(b) and 14(ii)(c)) ⁽¹⁾	3,793	145
Gain on recovery of prior financial year losses from cancellation of customer's contract	-	929
Government grants	175	363
Impairment loss on property, plant and equipment (Note 19)	(38)	-
(Loss)/gain on disposal of property, plant and equipment	(1,022)	51
Loss from lease modification ⁽²⁾	-	(587)
Rental income on operating lease (Note 20(e))	2,442	2,564
Sale of scrap	651	856
Write-back of long-outstanding payables and accruals	44	494
Write-down of inventories (Note 13)	(7)	-
Other income	159	244
	6,058	4,922

⁽¹⁾ On 1 February 2023, the Group completed the disposal of its 20% equity interests in the associated company – Vac-Tech Engineering Pte Ltd, which was previously reclassified under disposal group classified as held-for-sale. The Group recognised a net gain on disposal of non-current assets held-for-sale amounted to \$3,793,000 (Note 14(ii)(b)). The gain of \$3,858,000 on the disposal of non-current assets held-for-sale was offsetted with a re-measurement loss of \$65,000 for the associated company classified as non-current assets held-for-sale.

⁽²⁾ Pursuant to a Deed of Surrender dated 26 August 2022, the Group:

- Terminated and returned its lease of the premises at 107 Gul Circle, Singapore 629593 on 30 August 2022 to JTC Corporation.
- Recorded a one-off non-cash loss from lease modification of \$587,000 for the financial year ended 31 December 2022.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

6. Expenses by nature

	Group	
	2023 \$'000	2022 \$'000
Purchases of raw materials	6,972	6,869
Changes in inventories	1,566	(138)
Depreciation of property, plant and equipment (Note 19)	8,291	8,684
Directors' fees	174	174
Donation	50	40
Employee compensation (Note 7)	13,387	13,363
Employee welfare	232	172
Freight and handling charges	1,426	1,616
Insurance	443	366
Property tax	930	962
Professional fees	1,348	817
Repairs and maintenance	1,527	1,277
Rental expense on operating leases (Note 20(d))	379	229
Subcontractors' cost	2,553	3,110
Surveyor and testing fees	602	581
Transportation and travelling	415	250
Utilities	2,753	2,533
Other	1,181	1,040
Total cost of sales and administrative expenses	44,229	41,945

7. Employee compensation

	Group	
	2023 \$'000	2022 \$'000
Wages and salaries	11,126	11,361
Employers' contribution to defined contribution plans including Central Provident Fund	1,433	1,393
Other short-term benefits	678	514
Performance shares expense (Note 26)	150	95
	13,387	13,363

8. Finance expenses

	Group	
	2023 \$'000	2022 \$'000
Interest expense		
– Bank borrowings	6,814	4,786
– Bank overdraft	-	9
– Trade financing	74	19
– Lease liabilities - leasehold land (Note 20(c))	530	531
– Lease liabilities - hire purchase (Note 20(c))	11	8
	7,429	5,353

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

9. Income tax expense

	Group	
	2023	2022
	\$'000	\$'000
Tax expense attributable to profit is made up of:		
From continuing operations		
Profit for the financial year		
– Current income tax – Singapore	240	-
– Under provision in prior financial years	4	335
	244	335
From discontinued operation (Note 14(i)(a))	-	-
Tax expense is attributable to:		
– Continuing operations	244	335
– Discontinued operations (Note 14(i)(a))	-	-
	244	335

The tax on the Group's profit/(loss) before income tax differs from the theoretical amount that would arise using the Singapore standard rate of income tax as follows:

	Group	
	2023	2022
	\$'000	\$'000
Profit/(loss) before income tax from:		
– Continuing operations	2,748	101
– Discontinued operations (Note 14(i)(a))	-	(115)
	2,748	(14)
Share of loss/(profit) of associated companies, net of tax (Note 18)	37	(75)
Profit/(loss) before income tax and share of loss/profit of associated companies	2,785	(89)
Tax calculated at tax rate of 17% (2022: 17%)	473	(15)
Effects of:		
– Expenses not deductible for tax purposes	1,624	1,119
– Income not subject to tax	(807)	(33)
– Utilisation of previously unrecognised capital allowances and tax losses	(1,290)	(1,071)
– Under provision of current income tax in prior financial years	4	335
– Others	240	-
Tax charge	244	335

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

10. Earnings/(loss) per share

(a) *Basic earnings/(loss) per share*

Basic earnings/(loss) per share is calculated by dividing the net profit/(loss) attributable to equity holders of the Company by the weighted average number of ordinary shares outstanding during the financial year.

(b) *Diluted earnings/(loss) per share*

For the purpose of calculating diluted earnings/(loss) per share, profit/(loss) attributable to equity holders of the Company and the weighted average number of ordinary shares outstanding are adjusted for the effects of all dilutive potential ordinary shares.

There are no dilutive potential ordinary shares during the financial years ended 31 December 2023 and 2022.

Basic and diluted earnings/(loss) per share for continuing operations and discontinued operations attributable to equity holders of the Company is calculated as below:

	Group			
	Continuing operations	Discontinued operations	Discontinued operations	Total
	2023	2022	2023	2022
Net profit/(loss) attributable to equity holders of the Company (\$'000)	1,461	(299)	-	(115)
Weighted average number of shares outstanding for basic and diluted earnings per share ('000)	454,205	450,343	-	450,343
Basic and diluted earnings/(loss) per share attributable to equity holders of the Company (SGD cents)	0.32	[0.07]	-	[0.02]
			0.32	(414)
			454,205	450,343
			0.32	[0.09]

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

11. Cash and cash equivalents

	Group		Company	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Cash at bank and on hand	9,958	8,521	524	1,750
Short-term bank deposits	512	505	-	-
	10,470	9,026	524	1,750

For the purpose of presenting the consolidated statement of cash flows, cash and cash equivalents comprise of the following:

	Group	
	2023	2022
	\$'000	\$'000
Cash and cash equivalents (as above)	10,470	9,026
Less: Short-term bank deposits pledged	(512)	(505)
Cash and cash equivalents per consolidated statement of cash flows	9,958	8,521

The short-term bank deposits are pledged to secure certain bank borrowings (Note 24(a)).

Disposal of subsidiary corporations(a) Disposal of S&W Process Equipment (Changshu) Co. Ltd. ("**SWP**")

On 11 February 2022, the Company completed the disposal of its 100% equity interests in SWP as disclosed in Note 14(ii)(c) to the financial statements.

(b) Disposal of Unidive Subsea Pte. Ltd. (formerly known as Mencast Subsea Pte. Ltd.) and its subsidiary corporations ("**Subsea Group**")

On 30 June 2022, the Group completed the disposal of its 100% equity interests in Subsea Group as disclosed in Note 14(i) to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

11. Cash and cash equivalents (continued)

The effects of the disposals on the cash flows of the Group were:

	Group	
	SWP At 11 February 2022 \$'000	Subsea Group At 30 June 2022 \$'000
Carrying amounts of assets and liabilities as at the date of disposal:		
Cash and cash equivalents	27	53
Trade and other receivables	4	1,417
Contract assets	-	55
Property, plant and equipment	15	1,710
Total assets	46	3,235
Trade and other payables	(38)	(292)
Lease liabilities	-	(22)
Total liabilities	(38)	(314)
Net assets	8	2,921
Less: Net Working Capital due to Company ⁽¹⁾	-	(1,211)
Net assets disposed	8	1,710
Net assets disposed of (as above)	8	1,710
Reclassification of currency translation reserve	(153)	9
Net (liabilities)/assets value of the disposed subsidiary corporations	(145)	1,719
Gain on disposal of non-current assets held-for-sale (Notes 14(ii)(c) and 14(i))	145	381
Cash proceeds on disposal of non-current assets held-for-sale	-*	2,100
Cash proceeds on disposal of non-current assets held-for-sale consist of:		
- Purchase consideration (Note 14(i))	-*	2,100
Less: Deferred payment of purchase consideration ⁽²⁾	-	(100)
Less: Cash and cash equivalents in subsidiary corporation disposed of (as above)	(27)	(53)
Net cash (outflow)/inflow on disposal of a subsidiary corporation classified as held-for-sale	(27)	1,947

* Less than \$1,000

(1) As part of the sale and purchase agreement ("SPA"), the Net Working Capital ("NWC"), as defined in SPA, of Subsea Group as at 30 June 2022 shall belong to the Company and upon completion it shall be due and owing by the purchasers to the Company as receivables and shall be paid to the Company in the manner as set out in SPA.

As at 31 December 2023, the Company has fully collected the NWC from purchasers after Subsea Group provided some customers with a total discount of \$82,000 (Note 5).

(2) \$100,000 payable by the purchasers within 6 months from the date of the SPA. All amounts were fully received during the financial year ended 31 December 2023.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

12. Trade and other receivables

	Group		Company	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Trade receivables				
- Non-related parties	10,129	13,232	-	-
- Associated companies	596	895	-	-
Less: Allowance for impairment of trade receivables (Note 30(b))	(572)	(512)	-	-
Trade receivables – net	10,153	13,615	-	-
Other receivables				
- Non-related parties	1,155	4,401	23	4,206
- Subsidiary corporations	-	-	47,237	59,820
- Associated companies	1,212	1,202	1,123	1,030
	2,367	5,603	48,383	65,056
Less: Allowance for impairment of other receivables (Note 30(b))	-	-	(11,455)	(18,914)
Other receivables – net	2,367	5,603	36,928	46,142
Advances to suppliers	1,130	617	3	3
Deposits	118	41	1	1
Prepayments	273	281	27	26
	14,041	20,157	36,959	46,172

As at 31 December 2023, the other receivables from non-related parties included \$1,095,000 (2022: \$Nil) which pertains to the third and final tranche receivables from the disposal of Vac-Tech, subject to the clauses pursuant to SPA (Note 14(ii)(b)).

The other receivables from subsidiary corporations and associated companies are unsecured, repayable on demand and interest-free, except for certain advances to the subsidiary corporation amounting to \$14,593,000 (2022: \$14,593,000) which bear interest at 4% (2022: 4%) per annum.

13. Inventories

	Group	
	2023 \$'000	2022 \$'000
<u>At cost</u>		
Raw materials	1,564	2,264
Work-in-progress	1,505	1,482
Finished goods	1,007	1,896
	4,076	5,642

The cost of inventories excluding write-down, recognised as an expense and included in "Cost of sales" for the financial year ended 31 December 2023 amounted to \$8,538,000 (2022: \$6,731,000).

During the financial year ended 31 December 2023, the Group has written-down inventories of \$7,000 (2022: \$Nil) (Note 5), due to slow-moving inventories. No inventory reversal was recognised in the financial years ended 31 December 2023 and 2022.

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

14. Discontinued operations and disposal group classified as held-for-sale

(i) *Discontinued operations*

Disposal of 100% equity interests in Subsea Group

On 10 June 2022, the Company entered into a sale and purchase agreement (“SPA”) for the disposal of the Company’s entire 100% stake in Unidive Subsea Pte. Ltd. (formerly known as Mencast Subsea Pte. Ltd.) (“Subsea”), represented by 500,000 ordinary shares in Subsea for an aggregate consideration of \$2,100,000 (Note 11) under the terms and conditions of the SPA.

Subsea is the holding corporation of Unidive Offshore Private Limited, a company incorporated in Singapore, and Unidive Marine Services (Malaysia) Sdn Bhd, a company incorporated in Malaysia, and collectively known as the Subsea Group.

In compliance with SFRS(I) 5 *Non-current Assets Held-for-Sale and Discontinued Operations*, Subsea Group’s financial results have been separately presented on Consolidated Statement of Comprehensive Income as “Discontinued Operations” for the financial year ended 31 December 2022. The disposal was completed on 30 June 2022 and resulted in a gain on disposal of subsidiary corporations amounted to \$381,000 as disclosed in Note 11 to the financial statements.

Below are the results and impact of discontinued operations of Subsea Group:

a) The results of the discontinued operations of Subsea Group are as follows:

	Group
	2022
	\$'000
Revenue	2,497
Expenses	(3,106)
Other gains – net	113
Loss before income tax from discontinued operations	(496)
Income tax expense (Note 9)	-
Loss after tax from discontinued operations	(496)
Pre/post-tax gain on disposal of a subsidiary corporation classified as held-for-sale (Note 11)	381
Net loss for the period from discontinued operations	(115)

b) The impact of the discontinued operations on the cash flows of the Group was as follows:

	Group
	2022
	\$'000
Operating cash inflows	887
Investing cash outflows	(308)
Financing cash outflows	(1,524)
Total cash outflows	(945)

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

14. Discontinued operations and disposal group classified as held-for-sale (continued)*(ii) Disposal group classified as held-for-sale*

As at 31 December 2023, the carrying amount of assets and liabilities held-for-sale/disposal were \$70,544,000 and \$67,238,000 (2022: \$74,610,000 and \$68,344,000) respectively.

Details of the assets in disposal group classified as held-for-sale as at 31 December 2023 and 2022 were as follow:

	Cash and cash equivalents \$'000	Trade and other receivables \$'000	Investment in associated company \$'000	Property, plant and equipment \$'000	Total \$'000
<u>Group</u>					
2023					
Beginning of financial year	-	-	4,066	70,544	74,610
Disposal ^(b)	-	-	(4,066)	-	(4,066)
End of financial year	-	-	-	70,544	70,544
2022					
Beginning of financial year	30	4	-	70,559	70,593
Disposal ^(c)	(30)	(4)	-	(15)	(49)
Reclassification during the financial year ^(b) (Note 18)	-	-	4,066	-	4,066
End of financial year	-	-	4,066	70,544	74,610

Details of the liabilities directly associated with disposal group classified as held-for-sale as at 31 December 2023 and 2022 were as follow:

	Group	
	2023 \$'000	2022 \$'000
Borrowings ^(a)		
– Bank borrowings	62,268	62,384
– Trade financing	449	333
– Lease liabilities – leasehold land	4,521	5,627
	67,238	68,344

As at 31 December 2023, the bank borrowings and trade financing include secured liabilities of \$62,717,000 (2022: \$62,717,000) on the Group's building on leasehold land of \$70,544,000 (2022: \$70,544,000).

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

14. Discontinued operations and disposal group classified as held-for-sale (continued)

(ii) *Disposal group classified as held-for-sale* (continued)

- (a) The balances as at 31 December 2023 comprised of the following:

The Group is under the Further Amended DRA to dispose of certain identified non-core assets to pare down its debt by at least \$55,000,000 on or before 31 March 2026 (Note 2.1 – Going concern). The carrying amount of the identified non-core assets and corresponding liabilities were \$70,544,000 and \$67,238,000 (2022: \$70,544,000 and \$68,344,000) respectively.

SFRS(I) 5 *Non-current Assets Held-for-Sale and Discontinued Operations* recognises that events and circumstances may extend the period required to complete the sale beyond one year. An extension of the period required to complete a sale does not preclude the disposal group from being classified as held for sale if the delay is caused by events or circumstances beyond the Group's control and the Group remains committed to its plan to sell the disposal group.

As at 31 December 2023, the disposal of identified non-core assets has not been completed. Accordingly, the Management has reviewed and concluded that it was appropriate for the Group to continue to present identified non-core assets' related assets and liabilities as "Assets of disposal group classified as held-for-sale" and "Liabilities of disposal group classified as held-for-sale" respectively on the Group's consolidated balance sheet as at 31 December 2023 and 2022 in view that the requirements of SFRS(I) 5 were met.

- (b) Disposal of Vac-Tech Engineering Pte Ltd ("**Vac-Tech**")

On 17 December 2022, Mencast Energy Pte. Ltd. ("**Mencast Energy**"), a 70% subsidiary corporation of the Company, entered into a sale and purchase agreement ("**SPA**"), for the disposal of its remaining 20% equity interests in Vac-Tech, represented by 600,000 shares in Vac-Tech.

Pursuant to the SPA, the consideration for the buyer to purchase 100% of the share capital of Vac-Tech is \$42,500,000 (the "**base consideration**"), of which 20% will be paid to Mencast Energy, subject to any applicable net cash and net working capital adjustments.

Following the Group's decision to sell Vac-Tech and in compliance with SFRS(I) 5 *Non-current Assets Held-for-Sale and Discontinued Operations*, the investment in associated company - Vac-Tech amounting to \$4,066,000 (Note 18) was reclassified as assets of disposal group classified as held-for-sale on the consolidated balance sheet as at 31 December 2022.

On 1 February 2023, the proposed disposal of Vac-Tech was completed in accordance with the terms of the SPA and resulted in a net gain on disposal of an associated company classified as non-current assets held-for-sale amounting to \$3,793,000 (Note 5). Subsequently, the Group ceased to hold any interest in Vac-Tech.

As at 31 December 2023, the Group has other receivables related to third and final tranche payment of \$1,095,000 (Note 12) from the disposal of Vac-tech, subject to adjustments pursuant to SPA.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

14. Discontinued operations and disposal group classified as held-for-sale (continued)(ii) *Disposal group classified as held-for-sale* (continued)(c) Disposal of S&W Process Equipment (Changshu) Co. Ltd. ("**SWP**"):

On 27 December 2021, the Company entered into a sale and purchase agreement ("**SPA**"), for the disposal of its entire stake in SWP, for an aggregate consideration of Renminbi ("**RMB**") 1 under the terms and conditions of the SPA. SWP, a company incorporated in the People's Republic of China, is a wholly owned subsidiary corporation of the Company with no operation and has been inactive over the past few years.

Following the Group's decision to sell SWP and in accordance with SFRS(I) 5 *Non-current Assets Held-for-Sale and Discontinued Operations*, the carrying amount of its assets and liabilities of approximately \$49,000 and \$37,000 respectively were classified as assets of disposal group classified as held-for-sale and liabilities directly associated with disposal group classified as held-for-sale respectively as at 31 December 2021.

The disposal of the entire stake in SWP was completed on 11 February 2022 and resulted in a gain of \$145,000 on disposal of non-current assets held-for-sale as disclosed in Notes 5 and 11 to the financial statements.

15. Financial assets, at FVOCI

	Group	
	2023	2022
	\$'000	\$'000
Beginning of financial year	87	91
Fair value gain/(loss)	4	(4)
End of financial year	91	87

Financial assets, at FVOCI are equity securities listed in Malaysia.

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

16. Investments in subsidiary corporations

	Company	
	2023 \$'000	2022 \$'000
<i>Equity investments at cost</i>		
Beginning of financial year	64,031	78,881
Disposal of subsidiary corporations ⁽¹⁾	-	(14,850)
End of financial year	64,031	64,031
<i>Accumulated impairment</i>		
Beginning of financial year	(13,210)	(23,761)
Disposal of subsidiary corporations ⁽¹⁾	-	10,551
Impairment charge ⁽²⁾	(2,000)	-
End of financial year	(15,210)	(13,210)
<i>Net book value</i>		
End of financial year	48,821	50,821

⁽¹⁾ As disclosed in Notes 11(b) and 14(i) to the financial statements, the Company completed the disposal of its entire stake in Subsea Group on 30 June 2022, with a carrying amount of investment in subsidiary corporations of \$4,299,000, represented by 500,000 ordinary shares in Subsea.

⁽²⁾ Management assesses for impairment whenever there is any objective evidence or indication that investments in subsidiary corporations may be impaired. An allowance for impairment loss of \$2,000,000 (2022: \$Nil) was made in respect of the Company's investments in certain subsidiary corporations to reduce the carrying amount of the investments to the recoverable amounts, after taking into account the financial conditions of the subsidiary corporations as at 31 December 2023 and 2022 respectively.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

16. Investments in subsidiary corporations (continued)

Details of subsidiary corporations are as follows:

Name of companies	Principal activities	Country of business/ incorporation	Proportion of ordinary shares directly held by the Company		Proportion of ordinary shares held by the Group		Proportion of ordinary shares held by non-controlling interests	
			2023	2022	2023	2022	2023	2022
			%	%	%	%	%	%
Mencast Marine Pte Ltd ^(a)	Manufacture, supply and refurbishment and reconditioning of sterngear	Singapore	100	100	100	100	-	-
Mencast Engineering Pte. Ltd. ^(a)	Supply of oil and gas equipment and precision engineering services	Singapore	100	100	100	100	-	-
Mencast Offshore & Marine Pte. Ltd. ^(a)	Collection of waste and building and repair of ships, tankers and other ocean-going vessels	Singapore	100	100	100	100	-	-
Mencast Energy Pte. Ltd. ^(a)	Investment holding	Singapore	70	70	70	70	30	30
Mencast Logistics Pte. Ltd. ^{(a)(g)}	General warehousing, supporting services to water transport N.E.C.	Singapore	-	-	100	100	-	-
Recon Propeller & Engineering Pte Ltd ("Recon") ^(a)	Sterngear services	Singapore	100	100	100	100	-	-
Mencast Procurement (Singapore) Pte. Ltd. ^(a)	Inactive	Singapore	100	100	100	100	-	-
Top Great Engineering & Marine Pte Ltd ^(a)	Provision of mechanical engineering works, and repair of ships, tankers and other ocean-going vessels	Singapore	100	100	100	100	-	-
Unidive Subsea Pte. Ltd. ^{(d)(f)}	Disposed	Singapore	-	-	-	-	-	-
S&W Pte. Ltd. ^(a)	In the process of strike off	Singapore	100	100	100	100	-	-
Mencast Innovation Centre Pte. Ltd. ^(a)	Engineering design and consultancy services	Singapore	100	100	100	100	-	-
Mencast Marine (HK) Limited ^(e)	Deregistered	Hong Kong	-	-	-	100	-	-
Mencast Energieers Pte. Ltd. ^{(a)(k)}	In the process of strike off	Singapore	-	-	70	70	30	30

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

16. Investments in subsidiary corporations (continued)

Details of subsidiary corporations are as follows: (continued)

Name of companies	Principal activities	Country of business/ incorporation	Proportion of ordinary shares directly held by the Company		Proportion of ordinary shares held by the Group		Proportion of ordinary shares held by non-controlling interests	
			2023	2022	2023	2022	2023	2022
			%	%	%	%	%	%
Chinyee Engineering & Machinery Pte Ltd ^(a)	Supply of oil and gas equipment and precision engineering services	Singapore	-	-	100	100	-	-
PT. Mencast Offshore & Marine ^{(b)(f)}	Fabrication of steel structure, ship building and repairs	Indonesia	-	-	100	100	-	-
Top Great Holdings Pte. Ltd. ^(a)	Investment holding	Singapore	-	-	100	100	-	-
Top Great Engineering Services LLC ^(j)	In the process of voluntary liquidation	Sultanate of Oman	-	-	100	100	-	-
Unidive Marine Services (Malaysia) Sdn Bhd ^(d)	Disposed	Malaysia	-	-	-	-	-	-
Unidive Offshore Private Limited ^(d)	Disposed	Singapore	-	-	-	-	-	-
S&W Process Equipment (Changshu) Co. Ltd. ^(c)	Disposed	China	-	-	-	-	-	-
Mencast Investment Holdings Pte. Ltd. ^(a)	Investment holding	Singapore	100	100	100	100	-	-
Virestorm Pte. Ltd. ^(a)	Manufacture of electrical machinery	Singapore	-	-	50	50	50	50
Menji International Pte. Ltd. ^{(a)(h)}	Other specialised design activities	Singapore	-	-	60	-	40	-
Menji AM Tech Pte. Ltd. ^{(a)(i)}	Develop, design, manufacturing and distribution of low carbon building materials and technologies	Singapore	-	-	60	-	40	-

(a) Audited by CLA Global TS Public Accounting Corporation Singapore.

(b) Audited by Riyanto, SE, AK, Indonesia.

(c) Completed the proposed disposal on 11 February 2022 (Notes 11(a) and 14(iii)(c)).

(d) Completed the proposed disposal on 30 June 2022 (Notes 11(b) and 14(i)).

(e) Deregistered on 30 June 2023 under Companies Ordinance Section 750 of Hong Kong.

(f) Audited under full scope audit or audit of significant line items of the financial statements by CLA Global TS Public Accounting Corporation, Singapore for consolidation purpose.

(g) Formerly known as Stone Marine Mencast Pte. Ltd., the subsidiary corporation changed its name and business activities effective on 23 February 2023.

(h) Incorporated on 30 March 2023.

(i) Incorporated on 23 June 2023.

(j) In the process of voluntary liquidation.

(k) Officially struck off on 5 February 2024 (Note 33(b)).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

16. Investments in subsidiary corporations (continued)

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

Carrying amount of non-controlling interests

	Group	
	2023	2022
	\$'000	\$'000
Mencast Energy Pte. Ltd.	1,577	1,750
Other subsidiary corporations with immaterial non-controlling interest	17	(39)
Total	1,594	1,711

Summarised financial information of subsidiary corporations with material non-controlling interests

There are no transactions with non-controlling interests for the financial years ended 31 December 2023 and 2022 respectively.

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

	Mencast Energy	
	2023	2022
	\$'000	\$'000
Summarised Balance Sheet		
Current		
Assets	6,463	1,739
Liabilities	(1,205)	(9)
Net current assets	5,258	1,730
Non-current		
Assets	-*	4,104
Net non-current assets	-*	4,104
Net assets	5,257	5,834
Summarised Income Statement		
Revenue	-	-
Profit before income tax	3,424	221
Income tax expense	-	-
Total comprehensive income, representing net profit	3,424	221
Total comprehensive income allocated to non-controlling interests	1,027	66
Dividends payable to non-controlling interests	1,200	-

* Less than \$1,000

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

16. Investments in subsidiary corporations (continued)

Set out below are the summarised financial information for subsidiary corporations with non-controlling interests that are material to the Group. These are presented before inter-company eliminations. (continued)

	Mencast Energy	
	2023	2022
	\$'000	\$'000
Summarised Cash Flows		
Net cash used in operating activities	(220)	(28)
Net cash provided by investing activities	6,764	500
Net cash used in financing activities	(4,400)	-
Net increase in cash and cash equivalents	2,144	472
Cash and cash equivalents		
Beginning of financial year	804	332
End of financial year	2,948	804

17. Investment in a joint venture

	Group	
	2023	2022
	\$'000	\$'000
<i>Equity investment</i>		
Beginning and end of financial year	-	-

Details of joint venture are as follows:

Name of company	Principal activities	Country of business/ incorporation	Effective equity holding	
			2023	2022
			%	%
Towell Top Great Engineering Services LLC	Dormant	Sultanate of Oman	-	50

The Group has joint control over the joint venture as under the contractual agreements, unanimous consent is required from all parties to the arrangements for all relevant activities. The Group's joint arrangement is structured as a limited company such that the Group and the parties to the arrangement have the rights to the net assets of the limited company under the arrangements. Therefore, these arrangements are classified as joint venture. There are no contingent liabilities relating to the Group's interest in a joint venture company.

No summarised financial information for the joint venture is presented as the joint venture is not material to the Group.

The commercial registration certificate of Towell Top Great Engineering Services LLC was cancelled on 12 September 2023 and the Group ceased to have any equity interests in the joint venture on the respective date.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

18. Investments in associated companies

	Group		Company	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
<i>Equity investment</i>				
Beginning of financial year	35	4,264	35	137
Currency translation difference	2	(38)	2	(38)
Dividend income ⁽ⁱⁱⁱ⁾	-	(200)	-	-
Share of (loss)/profit of associated companies	(37)	75	(37)	(64)
Reclassified to disposal group (Note 14(ii)(b)) ⁽ⁱⁱⁱ⁾	-	(4,066)	-	-
End of financial year	-	35	-	35

Details of associated companies are as follows:

Name of company	Principal activities	Country of business/ incorporation	Effective equity holding	
			2023 %	2022 %
Held by the Company				
Menji Pte Ltd ("Menji Singapore") ^(a)	Additive manufactured products for interior design used on marine and offshore and commercial accommodation	Singapore	49.7	49.7
Held by Menji Singapore				
Menji Technology Development (Shanghai) Co., Ltd ("Menji Shanghai") ^{(b)(c)}	Provision of engineering and construction services, and the wholesale of building and construction materials	China	49.7	49.7
Held by Mencast Energy				
Vac-Tech Engineering Pte Ltd ("Vac-Tech") ^(a)	Sludge treatment, catalyst handling, environmental services and industrial cleaning services	Singapore	-	14.0

(a) Audited by CLA Global TS Public Accounting Corporation, Singapore.

(b) Audited by Shanghai CLA Global TS Certified Public Accountants, China.

(c) These financial statements have been reviewed by CLA Global TS Public Accounting Corporation, Singapore, for the purpose of preparing the consolidated financial statements under the equity method of accounting.

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

18. Investments in associated companies (continued)

As at 31 December 2023, the Group has one associated company (2022: two associated companies) namely:

(i) Menji Singapore and its subsidiary corporation ("**Menji Group**")

As at 31 December 2023, the carrying amount of investment in Menji Group is \$Nil (2022: \$35,000) as the Group's and Company's share of losses in Menji Group has exceeded its interest, hence the Group and the Company has not recognised further losses.

For financial year ended 31 December 2023, the Group has unrecognised share of losses in Menji Group amounting to \$510,000 (2022: \$Nil).

(ii) Vac-Tech Engineering Pte Ltd ("**Vac-Tech**")

As disclosed in Note 14(ii)(b) to the financial statements, the Group reclassified the carrying amount of its investment in Vac-Tech of \$4,066,000 to disposal group classified as held-for-sale as at 31 December 2022.

During the financial year ended 31 December 2022, Vac-Tech declared dividends of \$1,000,000. The Group was entitled to receive \$200,000 of these dividends, which were fully received during the financial year ended on 31 December 2022.

On 1 February 2023, the disposal of Vac-Tech was completed in accordance with the terms of the SPA, and the Group has ceased to hold any interest in Vac-Tech.

There are no contingent liabilities relating to the Group's interests in associated companies.

The following table summarises, in aggregate, the financial information of the Group's individually immaterial associated companies accounted for using the equity method:

	2023	2022
	\$'000	\$'000
– Assets	865	1,539
– Liabilities	2,152	1,707
– Revenue	176	2,541
– Net loss	(1,082)	(130)

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

19. Property, plant and equipment

	Leasehold land \$'000	Building on leasehold land \$'000	Machinery and equipment \$'000	Furniture and fittings \$'000	Office equipment \$'000	Motor vehicles \$'000	Vessels \$'000	Computer \$'000	Renovation \$'000	Construction in progress \$'000	Total \$'000
<u>Group</u>											
2023											
<i>Cost</i>											
Beginning of financial year	17,026	56,328	66,713	801	613	2,308	26,730	2,007	1,132	2,652	176,310
Currency translation differences	-	(28)	160	(2)	-	(2)	-	(2)	-	-	126
Additions	-	-	323	25	2	520	5,650	166	52	1,797	8,535
Disposals	-	(5,897)	(3,800)	-	-	(91)	(23,924)	-	-	-	(33,712)
Reclassification	-	-	852	-	-	-	-	-	-	(852)	-
Write-off	-	-	(1,670)	-	(154)	(28)	-	(587)	-	-	(2,439)
End of financial year	17,026	50,403	62,578	824	461	2,707	8,456	1,584	1,184	3,597	148,820
<i>Accumulated depreciation and impairment losses</i>											
Beginning of financial year	3,374	20,895	40,280	767	583	1,706	19,356	1,970	989	-	89,920
Currency translation differences	-	(8)	159	(2)	-	-	-	(1)	-	-	148
Depreciation charge (Note 6)	843	1,923	3,847	17	12	263	1,232	47	107	-	8,291
Disposals	-	(1,688)	(2,705)	-	-	(27)	(18,578)	-	-	-	(22,998)
Impairment charge (Notes 3(b) and 5)	-	-	38	-	-	-	-	-	-	-	38
Write-off	-	-	(1,670)	-	(154)	(28)	-	(587)	-	-	(2,439)
End of financial year	4,217	21,122	39,949	782	441	1,914	2,010	1,429	1,096	-	72,960
Net book value											
End of financial year	12,809	29,281	22,629	42	20	793	6,446	155	88	3,597	75,860

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

19. Property, plant and equipment (continued)

Group 2022 Cost	Leasehold land \$'000	Building on leasehold land \$'000	Machinery and equipment \$'000	Furniture and fittings \$'000	Office equipment \$'000	Motor vehicles \$'000	Vessels \$'000	Computer \$'000	Renovation \$'000	Construction in progress \$'000	Total \$'000
	Beginning of financial year	18,306	62,941	67,008	1,151	884	2,487	30,901	2,457	2,304	5,280
Currency translation differences	(2)	(383)	(95)	(3)	-	(15)	-	(18)	-	-	(516)
Additions	-	-	539	25	8	118	78	39	14	1,717	2,538
Disposal of subsidiary corporations (Note 11)	(64)	-	(3,348)	(8)	(279)	(254)	(4,249)	(17)	(21)	-	(8,240)
Disposals	-	(299)	(272)	(13)	-	(28)	-	(454)	(40)	-	(1,106)
Lease modification	(1,214)	(5,931)	-	(351)	-	-	-	-	(1,125)	-	(8,621)
Reclassification	-	-	4,345	-	-	-	-	-	-	(4,345)	-
Write-off	-	-	(1,464)	-	-	-	-	-	-	-	(1,464)
End of financial year	17,026	56,328	66,713	801	613	2,308	26,730	2,007	1,132	2,652	176,310

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

19. Property, plant and equipment (continued)

	Leasehold land \$'000	Building on leasehold land \$'000	Machinery and equipment \$'000	Furniture and fittings \$'000	Office equipment \$'000	Motor vehicles \$'000	Vessels \$'000	Computer \$'000	Renovation \$'000	Construction in progress \$'000	Total \$'000
<i>Group</i>											
2022											
<i>Accumulated depreciation and impairment losses</i>											
Beginning of financial year	3,258	24,526	40,446	1,119	836	1,732	21,597	2,384	1,962	-	97,860
Currency translation differences	(1)	(92)	(71)	(4)	-	(15)	-	(18)	-	-	(201)
Depreciation charge											
- Continuing operations (Note 6)	1,004	2,235	3,989	17	12	253	970	70	134	-	8,684
- Discontinued operations	-	8	139	-	3	7	235	1	1	-	394
Disposal of subsidiary corporations (Note 11)	(48)	-	(2,487)	(8)	(268)	(243)	(3,446)	(13)	(17)	-	(6,530)
Disposals	-	(299)	(272)	(13)	-	(28)	-	(454)	(40)	-	(1,106)
Lease modification	(839)	(5,483)	-	(344)	-	-	-	-	(1,051)	-	(7,717)
Write-off	-	-	(1,464)	-	-	-	-	-	-	-	(1,464)
End of financial year	3,374	20,895	40,280	767	583	1,706	19,356	1,970	989	-	89,920
Net book value											
End of financial year	13,652	35,433	26,433	34	30	602	7,374	37	143	2,652	86,390

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

19. **Property, plant and equipment** (continued)

	Office equipment \$'000	Computers \$'000	Motor vehicle \$'000	Renovation \$'000	Total \$'000
<i>Company</i>					
2023					
<i>Cost</i>					
Beginning and end of financial year	6	135	259	24	424
<i>Accumulated depreciation</i>					
Beginning of financial year	4	122	177	24	327
Depreciation charge	-*	6	52	-	58
End of financial year	4	128	229	24	385
Net book value					
End of financial year	2	7	30	-	39
2022					
<i>Cost</i>					
Beginning of financial year	4	124	259	24	411
Addition	2	11	-	-	13
End of financial year	6	135	259	24	424
<i>Accumulated depreciation</i>					
Beginning of financial year	3	111	125	24	263
Depreciation charge	1	11	52	-	64
End of financial year	4	122	177	24	327
Net book value					
End of financial year	2	13	82	-	97

* Less than \$1,000

Additions during the financial year included motor vehicles acquired under lease liabilities – hire purchase amounting to \$316,000 (2022: \$Nil) (Note 20(g)).

The carrying amount of motor vehicles held under lease liabilities – hire purchase are \$327,000 (2022: \$89,000) (Note 20(a)) at the balance sheet date.

Certain bank borrowings are secured by property, plant and equipment of the Group with carrying amounts of \$29,403,000 (2022: \$41,786,000) (Note 24(a)).

During the financial year ended 31 December 2023, impairment charges of \$38,000 (2022: \$Nil) (Note 5) was recognised for property, plant and equipment as the estimated recoverable amounts are less than carrying amount and/or fair value less costs to sell.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

19. Property, plant and equipment (continued)

Right-of-use of assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed in Note 20 to the financial statements.

Included in the Group's property, plant and equipment are leasehold properties which are carried at cost less accumulated depreciation and impairment. The Group engaged independent valuers to carry out valuation of the Group's properties. Set out below are the fair values of the properties as at the balance sheet date:

Location	Description	Land Area sqm	Latest valuation date	As at 31 December 2023		
				Net book value \$'000	Fair values \$'000	Excess of fair values over net book value \$'000
12 Kwong Min Road	Office building, dormitory and workshop	4,623	December 2023	1,294	2,100	806
42A Penjuru Road ^(a)	Office building, canteen and workshop	15,088	December 2023	62,717	67,500	4,783
42B Penjuru Road	Office building and workshop	16,200	December 2023	13,876	26,500	12,624
42E Penjuru Road	Waterfront, office building and workshop	19,292	December 2023	14,233	20,000	5,767
Total				92,120	116,100	23,980

^(a) This 100% owned property is included in the Assets of disposal group classified as held-for-sale as at 31 December 2023 (Note 14(ii)(a)).

The net book value of leasehold properties, as disclosed above, do not include the respective carrying amounts for leasehold land.

The basis of valuation to determine the fair value of the Singapore properties was based on the sales comparison method. The fair values are based on market values, being the estimated amount for which a property could be exchanged on the date of valuation between a willing buyer and a willing seller in an arm's length transaction. The sales comparison method involves the analysis of comparable sales price of similar properties in close proximity and adjusted for price differences in key attributes such as property type and size. The most significant input in this valuation approach is the selling price per square metre.

The fair values above are within Level 2 of the fair value hierarchy (Note 30(e)).

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

20. Leases – The Group as a lessee

Nature of the Group's leasing activities

Leasehold land

The Group leases land for business operations from non-related parties under non-cancellable lease agreements. The leases have varying terms, escalation clauses and renewable rights.

Various leasehold lands are recognised within property, plant and equipment and disposal group classified as held-for-sale (Notes 19 and 14). The Group also makes monthly lease payments for leasehold land.

There are no externally imposed covenants on these lease arrangements.

Motor vehicles

The Group leases motor vehicles for operation purpose.

(a) Carrying amounts

	Group	
	2023	2022
	\$'000	\$'000
<u>ROU assets classified within Property, plant and equipment</u>		
Leasehold land	12,809	13,652
Motor vehicles	327	89
	13,136	13,741
<u>ROU asset of disposal group classified as held-for-sale</u>		
Leasehold land	7,827	7,827

(b) Depreciation charge during the financial year

	Group	
	2023	2022
	\$'000	\$'000
Leasehold land		
- Continuing operations	843	996
- Discontinued operations	-	8
Motor vehicles		
- Continuing operations	78	57
- Discontinued operations	-	2
	921	1,063

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

20. Leases – The Group as a lessee (continued)

(c) Interest expense during the financial year

	Group	
	2023	2022
	\$'000	\$'000
Interest expense on lease liabilities – leasehold land		
- Continuing operations (Note 8)	530	531
- Discontinued operations	-	-*
Interest expense on lease liabilities – hire purchase		
- Continuing operations (Note 8)	11	8
- Discontinued operations	-	1
	541	540

* Less than \$1,000

(d) Lease expenses not capitalised in lease liabilities

	Group	
	2023	2022
	\$'000	\$'000
Lease expense – short term lease		
- Continuing operations (Note 6)	379	229
- Discontinued operations	-	169
	379	398

(e) Total income from subleasing ROU assets in 2023 was \$2,442,000 (2022: \$2,564,000) (Note 5).

(f) Total cash outflow for all leases in 2023 was \$2,776,000 (2022: \$2,538,000).

(g) Addition of ROU assets during the financial year ended 31 December 2023 was \$316,000 (2022: \$Nil) (Note 19).

21. Leases – The Group as a lessorNature of the Group's leasing activities - Group as an intermediate lessor

Subleases – classified as operating leases

The Group leases out certain office and workshop space of its leasehold properties to non-related parties for monthly lease receipts. Where considered necessary to reduce credit risk, the Group may obtain bank guarantees for the term of the lease. This lease is classified as an operating lease because the risk and rewards incidental to ownership of the assets are not substantially transferred.

The Group acts as an intermediate lessor under arrangement in which it subleases out units to non-related parties for monthly lease receipts. The sublease periods do not form a major part of the remaining lease terms under the head leases and accordingly, the sub-leases are classified as an operating lease.

Rental income from leasehold properties is disclosed in Notes 5 and 20(e) to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

21. Leases – The Group as a lessor (continued)

Maturity analysis of lease payments – Group as an intermediate lessor

The table below discloses the undiscounted lease payments to be received by the Group for its leases and sub-leases after the balance sheet date as follows:

	Group	
	2023	2022
	\$'000	\$'000
Less than one year	2,726	2,509
Later than one year but not later than five years	1,780	646
Total undiscounted lease payments	4,506	3,155

22. Intangible assets

Composition:

Goodwill arising on acquisition of business (Note 22(a))
Goodwill arising on consolidation (Note 22(b))

	Group	
	2023	2022
	\$'000	\$'000
	-	-
	4,781	4,781
	4,781	4,781

(a) *Goodwill arising on acquisition of business*

Cost

Beginning and end of financial year

	Group	
	2023	2022
	\$'000	\$'000
	3,488	3,488

Accumulated impairment

Beginning and end of financial year

	(3,488)	(3,488)
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Net book value

	-	-
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The goodwill is related to the acquisition of a business for one of the Company's subsidiary corporations, Mencast Engineering Pte. Ltd. The Management provided a full impairment in prior financial year ended 31 December 2017 due to slow recovery in the oil and gas and marine industry. The value-in-use calculation on the recoverable amount was lower than the carrying amount of the aforesaid goodwill.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

22. Intangible assets (continued)(b) *Goodwill arising on consolidation*

	Group	
	2023	2022
	\$'000	\$'000
<i>Cost</i>		
Beginning of financial year	24,035	36,812
Disposal of subsidiary corporations ⁽¹⁾	-	(12,777)
End of financial year	24,035	24,035
<i>Accumulated impairment</i>		
Beginning of financial year	(19,254)	(32,031)
Disposal of subsidiary corporations ⁽¹⁾	-	12,777
End of financial year	(19,254)	(19,254)
Net book value	4,781	4,781

⁽¹⁾ The above pertains to disposal of Subsea Group as disclosed in Notes 11(b) and 14(i) to the financial statements.*Impairment tests for goodwill*

Goodwill is allocated to the Group's cash-generating units ("**CGUs**") identified according to operating entities as follows:

	Group	
	2023	2022
	\$'000	\$'000
Recon	4,781	4,781

The recoverable amount of a CGU was determined based on value-in-use calculations. Cash flow projections used in the value-in-use calculations were based on financial budgets approved by Management covering a five-year period. Cash flows beyond the five-year period were extrapolated using the estimated growth rates stated below.

Key assumptions used for value-in-use calculations:

	2023		2022	
	Growth rate¹	Discount rate²	Growth rate ¹	Discount rate ²
	%	%	%	%
Recon	3	10	3	9

^{1.} Weighted average growth rate used to extrapolate cash flows beyond the budget period.^{2.} Pre-tax discount rate applied to the pre-tax cash flow projections.

These assumptions were used for the analysis of each CGU within the business segment. The weighted average growth rates used were consistent with forecasts included in industry reports. The discount rates used were pre-tax and reflected specific risks relating to the relevant segments.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

23. Trade and other payables

	Group		Company	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Trade payables				
- Non-related parties	2,060	1,379	-	-
- Associated companies	-	5	-	-
Accruals for operating expenses	3,825	2,850	1,456	1,359
Other payables				
- Non-related parties	2,466	1,526	304	148
- Subsidiary corporations	-	-	15,664	25,066
- Associated companies	25	26	25	26
	8,376	5,786	17,449	26,599

Transactions with associated companies were made on normal commercial terms and conditions.

The other payables to subsidiary corporations and associated companies are unsecured, interest-free and repayable on demand.

24. Borrowings

	Group		Company	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
<i>Current</i>				
Bank borrowings	7,791	9,726	2,872	2,872
Trade financing	1,117	1,376	-	-
Lease liabilities – hire purchase	93	32	-	-
Lease liabilities – leasehold land	704	680	-	-
	9,705	11,814	2,872	2,872
<i>Non-current</i>				
Bank borrowings	46,692	65,689	37,799	45,790
Lease liabilities – hire purchase	222	73	-	-
Lease liabilities – leasehold land	13,148	13,852	-	-
	60,062	79,614	37,799	45,790
Total borrowings	69,767	91,428	40,671	48,662

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

24. Borrowings (continued)

The exposure of the borrowings of the Group and of the Company to interest rate changes and the contractual repricing dates at the balance sheet date are as follows:

	Group		Company	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
6 months or less	49,473	69,137	36,966	44,741
6 - 12 months	-	-	-	-
1 - 5 years	6,840	7,759	3,705	3,921
Over 5 years	13,454	14,532	-	-
	69,767	91,428	40,671	48,662

(a) Security granted

Bank borrowings include secured liabilities of \$52,420,000 (2022: \$70,989,000) over short-term bank deposits (Note 11), and buildings on leasehold land (Note 19).

Lease liabilities – hire purchase of the Group are effectively secured over the motor vehicles (Note 19), as the legal title is retained by the lessor and will be transferred to the Group upon full settlement of the lease liabilities – hire purchase.

(b) Fair value of non-current borrowings

	Group		Company	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Bank borrowings	41,571	58,681	34,727	41,713

The fair values above are determined from the cash flow analysis, discounted at market borrowing rates of an equivalent instrument at the balance sheet date which the Directors expect to be available to the Group as follows:

	Group		Company	
	2023	2022	2023	2022
	%	%	%	%
Bank borrowings	5.62	6.07	5.98	6.13

The fair values above are within level 2 of the fair values hierarchy (Note 30(e)).

(c) Financial covenants

The Group's bank borrowings are subjected to financial covenant clauses whereby the Group is required to meet certain key financial ratios and any breach of which would result in an event of default under the relevant existing facility agreements.

As at 31 December 2023 and 2022, the Group did not fulfil the gearing ratio and minimum tangible net worth as required in some of the Group's facility agreements but compliance for these covenants has been waived by the lenders up to 31 March 2026 (2022: 31 March 2024) as disclosed in financial statements Note 2.1 – Going concern to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

25. Deferred income taxes

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

	Group	
	2023	2022
	\$'000	\$'000
Deferred income tax liabilities to be settled after one year	1,752	1,752

The Group has unrecognised tax losses of \$32,684,000 (2022: \$23,922,000), donation of \$35,000 (2022: \$35,000) and capital allowance of \$2,407,000 (2022: \$18,756,000) at the balance sheet date which can be carried forward and used to offset against future taxable income subject to meeting certain statutory requirements. The tax losses have no expiry date.

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

Deferred income tax assets

	Lease liabilities	Total
	\$'000	\$'000
<u>Group</u>		
2023 and 2022		
Beginning and end of financial year	(3,177)	(3,177)

Deferred income tax liabilities

	Accelerated tax depreciation	ROU assets	Total
	\$'000	\$'000	\$'000
<u>Group</u>			
2023 and 2022			
Beginning and end of financial year	1,365	3,564	4,929

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

26. Share capital and treasury shares

	No. of ordinary shares			Amount		
	Issued share capital '000	Treasury shares '000	Total '000	Share capital \$'000	Treasury shares \$'000	Total \$'000
<u>Group and Company</u>						
2023						
Beginning of financial year	452,405	(455)	451,950	93,285	(203)	93,082
Share issue pursuant to:						
- Share-based payment	727	-	727	35	-	35
- Share Awards under the PSAS 2021 (Note 7)	3,409	-	3,409	150	-	150
End of financial year	456,541	(455)	456,086	93,470	(203)	93,267
2022						
Beginning of financial year	448,216	(455)	447,761	93,155	(203)	92,952
Share issue pursuant to:						
- Share-based payment	1,125	-	1,125	35	-	35
- Share Awards under the PSAS 2021 (Note 7)	3,064	-	3,064	95	-	95
End of financial year	452,405	(455)	451,950	93,285	(203)	93,082

All issued ordinary shares are fully paid. There is no par value for these ordinary shares.

Fully paid ordinary shares carry one vote per share and carry a right to dividends as and when declared by the Company.

All the newly shares issued during the financial year rank *pari passu* in all respects with the previously issued shares.

2023

On 12 June 2023, the Company allotted and issued an aggregate of 3,409,000 ordinary shares of the Company to eligible employees of the Group under PSAS 2021.

Also, on the same date, pursuant to the PSAS 2021, the Company granted (and automatically vested on same date of grant) 727,000 shares to the Independent Directors of the Company in accordance with Independent Directors' fee arrangement for the financial year ended 31 December 2022 (as approved by Shareholders of the Company at the annual general meeting held on 26 April 2023), whereby the Independent Directors shall receive \$139,000 in cash and the remaining \$35,000 in shares.

2022

On 12 May 2022, the Company has allotted and issued an aggregate of 3,064,000 ordinary shares of the Company to eligible employees of the Group under PSAS 2021.

Also, on the same date, pursuant to the PSAS 2021, the Company granted (and automatically vested on the date of grant) 1,125,000 shares to the Independent Directors of the Company in accordance with Independent Directors' fee arrangement for the financial year ended 31 December 2021 (as approved by Shareholders of the Company at the annual general meeting held on 29 April 2022), whereby the Independent Directors shall receive \$139,000 in cash and the remaining \$35,000 in shares.

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

26. Share capital and treasury shares (continued)

Performance Shares

Mencast Performance Share Award Scheme 2021

PSAS 2021 was approved by members of the Company at an Extraordinary General Meeting (“**EGM**”) held on 30 April 2021. PSAS 2021 provides for the award of fully paid-up ordinary shares (“**Share Awards**”) in the share capital of the Company, free of charge to group employees (which includes Group Executive Directors and Group Non-Executive Directors).

Controlling Shareholders or Associates of a Controlling Shareholder who meet the eligibility criteria are also eligible to participate in the PSAS 2021 provided that the participation of and the terms of each grant and the actual number of awards granted to a participant who is a Controlling Shareholder or an associate of a Controlling Shareholder shall be approved by the Independent Shareholders in separate resolutions for each such person.

The PSAS 2021 is a share incentive scheme which allows the Company to provide an incentive for the participants to achieve certain specific performance condition(s) by awarding fully paid shares after these targets have been met. The focus of PSAS 2021 is principally to target employees and executives in key positions who are in the best position to drive the growth of the Group through innovation, creativity and superior performance.

The Board of Directors believe that the purposes of adopting the PSAS 2021 are to:

- (a) Provide an opportunity for participants to participate in the equity of the Company, thereby inculcating a stronger sense of identification with the long-term prosperity of the Group and promoting organisational commitment, dedication and loyalty of participants towards the Group;
- (b) Motivate participants to strive towards performance excellence and to maintain a high level of contribution to the Group;
- (c) Give recognition to contributions made to or to be made by participants by introducing a variable component into their remuneration package; and
- (d) Make employee remuneration sufficiently competitive to recruit new participants and/or to retain existing participants whose contributions are important to the long-term growth and profitability of the Group.

The PSAS 2021 is administered by the Remuneration Committee (“**RC**”) composed of Independent Directors namely, Ng Chee Keong, Sunny Wong Fook Choy and Leow David Ivan.

The Company may deliver shares pursuant to awards granted under the PSAS 2021 by way of:

- (a) Issuance of new shares; and/or
- (b) Transfer of treasury shares.

The aggregate number of ordinary shares over which the Company may grant under the PSAS 2021 shall not exceed 15% of the issued share capital of the Company on the day preceding the date of grant.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

26. Share capital and treasury shares (continued)Performance Shares (continued)*Mencast Performance Share Award Scheme 2021* (continued)

Details of the Share Awards pursuant to the PSAS 2021 were as follows:

	Aggregate Share Awards granted and vested since commencement of the PSAS 2021 to 31 December 2022	Share Awards granted and vested during the financial year 31 December 2023	Aggregate Share Awards granted and vested since commencement of the PSAS 2021 to 31 December 2023
	'000	'000	'000
Executive Directors	2,000	-	2,000
Independent Directors	2,417	727	3,144
Key management personnel	3,491	2,273	5,764
Group employees	2,906	1,136	4,042
	10,814	4,136	14,950

As at 31 December 2023:

- (i) There are no outstanding Share Awards under the PSAS 2021;
- (ii) 14,950,000 shares have been delivered upon vesting of the Share Awards granted under the PSAS 2021 since its commencement, representing approximately 3.28% of the issued Shares (excluding treasury shares); and
- (iii) A total of 24 participants have been awarded under the PSAS 2021 since its commencement.

27. Translation reserve

	Group		Company	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Beginning of financial year	(940)	(507)	(44)	(6)
Currency translation differences for foreign operations	(46)	(433)	2	(38)
End of financial year	(986)	(940)	(42)	(44)

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

28. ContingenciesGroup

During the financial year ended 31 December 2019, a wholly owned subsidiary corporation of the Company, Mencast Offshore & Marine Pte. Ltd. (“**MOM**”) provided a corporate guarantee to a major customer for a five-year contract secured by its associated company - Vac-Tech. The Group had ceased to hold any interest in Vac-Tech on 1 February 2023 (Note 14(ii)(b)). Based on the master services agreement between MOM and Vac-Tech, MOM cannot revoke the guarantee and the guarantee will continue till its expiry on 30 November 2024.

Company

The Company has given an undertaking to provide continued financial support to certain subsidiary corporations in the normal course of business.

On 22 August 2022, the Company has issued a corporate guarantee of approximately \$1,255,000 to a customer for the receipt of 50% deposits of the purchase price by its wholly owned subsidiary corporation. The guarantee shall continue in force until all the obligations under the purchase orders have been duly performed by its wholly owned subsidiary corporation. The obligations had been fulfilled by its wholly owned subsidiary corporation during the financial year ended 31 December 2023.

The Company has issued corporate guarantees to banks for borrowings of certain subsidiary corporations which are not secured over the assets of the subsidiary corporations. These bank borrowings amount to \$3,180,000 (2022: \$5,802,000) at the balance sheet date.

The Board of Directors estimated that the fair value of the corporate guarantees is negligible in the view that consequential liabilities to be derived from its guarantees to the banks, multinational customers and financial support provided to certain subsidiary corporations are not material and therefore not recognised.

29. Capital Commitments

Capital expenditures contracted for at the balance sheet date but not recognised in the financial statements are as follows:

	Group	
	2023	2022
	\$'000	\$'000
Property, plant and equipment	3,550	721

30. Financial risk management*Financial risk factors*

The Group's activities expose it to market risk (including currency risk, price risk and interest rate risk), credit risk and liquidity risk. The Group's overall risk management strategy seeks to minimise any adverse effects from the unpredictability of financial markets on the Group's financial performance. It is, and has been throughout the financial year under review, the Group's policy that no trading in derivative financial instruments shall be undertaken.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

30. Financial risk management (continued)*Financial risk factors* (continued)

The Board of Directors is responsible for setting the objectives and underlying principles of financial risk management for the Group. This includes establishing policies such as authority levels, oversight responsibilities, risk identification and measurement and exposure limits.

Financial risk management is carried out by the finance department in accordance with the policies set. The finance personnel identify, evaluate and hedge financial risks in close co-operation with the Group's operating units. The finance personnel measure actual exposures against the limits set and prepares weekly reports for review by the Chief Financial Officer. Regular reports are also submitted to the Board of Directors.

Currency risk arises within entities in the Group when transactions are denominated in foreign currencies other than functional currency such as United State Dollar ("USD").

(a) Market risk

(i) Currency risk

The Group's currency exposure based on the information provided to Key Management is as follows:

	Group			
	SGD \$'000	USD \$'000	Others \$'000	Total \$'000
2023				
Financial assets				
Cash and cash equivalents and FVOCI financial assets	8,039	2,211	311	10,561
Trade and other receivables	12,133	102	403	12,638
Contract assets	57	-	192	249
Intercompany balances	117,547	6	-	117,553
	137,776	2,319	906	141,001
Financial liabilities				
Trade and other payables	(7,613)	(342)	(421)	(8,376)
Borrowings*	(136,939)	(36)	(30)	(137,005)
Intercompany balances	(117,547)	(6)	-	(117,553)
	(262,099)	(384)	(451)	(262,934)
Net financial (liabilities)/assets	(124,323)	1,935	455	(121,933)
Add: Net non-financial assets*	152,410	1,673	212	154,295
Currency profile including non-financial assets	28,087	3,608	667	32,362
Currency exposure of net financial assets/(liabilities) net of those denominated in the respective entities' functional currencies	9	1,935	(98)	1,846

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

30. Financial risk management (continued)

Financial risk factors (continued)

(a) Market risk (continued)

(i) Currency risk (continued)

	Group			Total \$'000
	SGD \$'000	USD \$'000	Others \$'000	
2022				
Financial assets				
Cash and cash equivalents and FVOCI financial assets	8,100	788	225	9,113
Trade and other receivables	18,075	483	701	19,259
Contract assets	21	-	295	316
Intercompany balances	139,935	1,243	-	141,178
	166,131	2,514	1,221	169,866
Financial liabilities				
Trade and other payables	(5,001)	(7)	(778)	(5,786)
Borrowings*	(159,446)	(204)	(122)	(159,772)
Intercompany balances	(139,935)	(1,243)	-	(141,178)
	(304,382)	(1,454)	(900)	(306,736)
Net financial (liabilities)/assets	(138,251)	1,060	321	(136,870)
Add: Net non-financial assets*	162,170	-	5,575	167,745
Currency profile including non-financial assets	23,919	1,060	5,896	30,875
Currency exposure of net financial assets/(liabilities) net of those denominated in the respective entities' functional currencies	13	1,060	(157)	916

* Include the assets and liabilities directly associated with disposal group classified as held-for-sale (Note 14(ii)).

If the USD change against the SGD by 2% (2022: 2%) with all other variables including tax rate being held constant, the effects arising from the net financial asset position to the financial performance of the Group will be as follows:

	Increase/(decrease) Profit/(loss) after tax	
	2023 \$'000	2022 \$'000
USD against SGD		
- Strengthened	32	(18)
- Weakened	(32)	18

The Company is not exposed to currency risk since all its financial assets and liabilities as at 31 December 2023 and 2022 are denominated in Singapore Dollar.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

30. Financial risk management (continued)

Financial risk factors (continued)

(a) Market risk (continued)

(ii) Price risk

The Group is exposed to equity securities price risk arising from the equity investments classified as financial assets, at FVOCI. These securities are listed in Malaysia.

Further details of these equity investments can be found in Note 15 to the financial statements.

Equity price sensitivity

In respect of equity investments classified as financial assets, at FVOCI, if equity prices had been 10% (2022:10%) higher or lower, with all other variables including tax rate being held constant, the impact to the net profit (2022: net loss) and equity of the Group are not significant for the financial years ended 31 December 2023 and 2022.

(iii) Cash flow and fair value interest rate risks

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate due to changes in market interest rates. As the Group has no significant interest-bearing assets, the Group's income is substantially independent of changes in market interest rates.

The Group's exposure to cash flow interest rate risks arises mainly from variable-rate bank borrowings that are mainly denominated in SGD. The Group manages its interest rate risk by keeping bank borrowings to the minimum required to sustain the operations of the Group.

If the SGD variable interest rates had been higher/lower by 1.0% (2022: 1.0%) with all other variables including tax rate being held constant, the net profit/(loss) would have been lower/higher by \$1,291,000 (2022: higher/lower by \$975,000) as a result of higher/lower interest expense on these borrowings.

(b) Credit risk

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group adopts the policy of dealing only with:

- Customers of appropriate credit standing and history, and obtaining deposit where appropriate to mitigate credit risk; and
- High credit quality counterparties, where available.

Credit exposure to an individual counterparty is restricted by credit limits that are approved by the Management at operating entity level based on ongoing credit evaluation. The counterparty's payment profile and credit exposure are continuously monitored at the operating entity level by the respective Management and at the Group level by the Group level Management.

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

30. Financial risk management (continued)

Financial risk factors (continued)

(b) Credit risk (continued)

The Group's investments in equity instruments are considered to be low risk investments. The credit ratings of the investments are monitored for credit deterioration.

As the Group and the Company do not hold any collateral, the maximum exposure to credit risk for each class of financial instruments is the carrying amount of that class of financial instruments presented on the balance sheet, except for the corporate guarantees provided by the Group and the Company to non-related parties as disclosed in Note 28 to the financial statements.

The movements in credit loss allowance are as follows:

	Group	
	2023	2022
	\$'000	\$'000
<u>Trade receivables</u>		
Beginning of financial year	512	1,793
Loss/(write-back) of allowance recognised in profit or loss during the financial year on:		
- Assets acquired presented under:		
<i>Continuing operations (Note 3(e))</i>	60	-
- Reversal of unutilised amounts presented under:		
<i>Continuing operations</i>	-	(42)
<i>Discontinued operations</i>	-	(4)
	60	(46)
Disposal of subsidiary corporations	-	(12)
Receivables written off as uncollectible (Note 3(e))	-	(1,223)
End of financial year (Note 12)	572	512
	572	512
	Company	
	2023	2022
	\$'000	\$'000
<u>Other receivables</u>		
Beginning of financial year	18,914	16,763
Loss allowance recognised in profit or loss during the financial year on:		
- Assets acquired (Note 3(e))	3,000	2,151
- Reversal of unutilised amounts	(379)	-
Receivables written off as uncollectible (Note 3(e))	(10,080)	-
End of financial year (Note 12)	11,455	18,914
	11,455	18,914

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

30. Financial risk management (continued)*Financial risk factors* (continued)

(b) Credit risk (continued)

Trade receivables and contract assets

The trade receivables and contract assets are subject to the expected credit loss model under the financial reporting standard on financial instruments. The methodology applied for impairment loss is the simplified approach to measuring Expected Credit Losses (ECL) which uses a lifetime expected loss allowance.

The expected lifetime losses are recognised from initial recognition of these assets. These assets are grouped based on respective segments and the days past due for measuring the expected credit losses. Management further categorises the assets based on certain shared credit risk characteristics.

For non-credit-impaired debtors, the Group uses an allowance matrix to measure the lifetime expected credit loss allowances for trade receivables and contract assets. The allowance matrix is based on its historical observed default rates (over period of 36 months) over the expected life of the trade receivables and contract assets and is adjusted for forward-looking estimates. At every balance sheet date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

For credit-impaired debtors, the Group determines impairment of trade receivables and contract assets by making debtor-specific assessment for credit-impaired debtors. Evidence that a financial asset is credit-impaired includes the following observable data:

- Breach of contract such as a default or past due outstanding for more than the reasonable range of past due days, taking into consideration historical payment track records, current macroeconomics situation as well as the general industry trend;
- It is probable that the debtor will enter bankruptcy or other financial reorganisation or is having significant financial difficulty; or
- The disappearance of an active market for a security because of financial difficulties.

In measuring the expected credit loss for credit-impaired debtors, the Group has considered settlement arrangements entered into with various customers, such as instalment plans and contra settlements/arrangements with customers. The Group also considers available reasonable and supportive forward-looking information which includes actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the customer's ability to meet its obligations.

At each subsequent balance sheet date, an evaluation is made whether there is a significant change in credit risk by comparing the debtor's credit risk at initial recognition (based on the original, unmodified cash flows) with the credit risk at the balance sheet date (based on the modified cash flows). Adjustment to the loss allowance is made for any increase or decrease in credit risk.

Receivables are written off when there is no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan with the Group and Company. The Management categorises receivables for write off when a debtor fails to make contractual payment greater than 180 days past due based on historical collection trend during the financial year. Where receivables have been written off, the Group and Company continues to engage in enforcement activity to attempt to recover the receivables due. Where recoveries are made, these are recognised in profit or loss. A loss allowance of \$60,000 (2022: \$Nil) (Note 3(e)) for trade receivables was recognised for the financial year ended 31 December 2023.

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

30. Financial risk management (continued)

Financial risk factors (continued)

(b) Credit risk (continued)

Trade receivables and contract assets (continued)

The Management had assessed and concluded that no loss allowances were written off during the financial year ended 31 December 2023. However, during the financial year ended 31 December 2022, the Group wrote off a loss allowance of trade receivables from non-related parties amounted to \$1,223,000 (Note 3(e)) as there was no indication of recovery.

Other receivables

The Group and the Company use the general approach for assessment of ECLs for these financial assets. Under the general approach, the loss allowance is measured at an amount equal to 12-month ECL at initial recognition.

At each balance sheet date, the Group and the Company assess whether the credit risk of a financial instrument has increased significantly since initial recognition. When credit risk has increased significantly since initial recognition, the loss allowance is measured at an amount equal to lifetime ECL.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECL, the Group and the Company consider 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 and the Company's historical experience and informed credit assessment. 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, the loss allowance is measured at an amount equal to 12-month ECLs.

As at 31 December 2023, the Group performed an assessment of impairment using the 12-month ECL basis on these financial assets. The Group concluded the loss allowance is adequate.

Cash and cash equivalents

The Group and the Company held cash and bank balances of \$10,470,000 and \$524,000 (2022: \$9,026,000 and \$1,750,000) respectively. Cash and bank balances are held with banks with sound credit ratings. The cash balances are measured on 12-month expected credit losses and subject to immaterial credit loss.

Non-trade receivables from subsidiary corporations

Non-trade receivables from subsidiary corporations are provided mainly for short-term funding requirements. Impairment on these balances has been measured on the 12-month expected loss basis. The Company concluded that the loss allowance provided for non-trade receivables from subsidiary corporations is adequate. During the financial year ended 31 December 2023, the Company has provided an additional loss allowance amounted to \$3,000,000 (2022: \$2,151,000) (Note 3(e)) as there is no reasonable ground to recover the receivables from these subsidiary corporations.

The Management had assessed and concluded that the loss allowance for other receivables from subsidiary corporations amounting to \$10,080,000 (2022: \$Nil) (Note 3(e)) was written off during the financial year ended 31 December 2023 as there was no indication of recovery.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

30. Financial risk management (continued)*Financial risk factors* (continued)

(b) Credit risk (continued)

Financial assets, at FVOCI

Financial assets, at FVOCI are equity securities listed in Malaysia amounting to \$91,000 (2022: \$87,000). These balances are measured at the 12-month expected credit losses and are subject to immaterial credit loss.

(c) Liquidity risk

Prudent liquidity risk management includes maintaining sufficient cash and the availability of funding through an adequate amount of committed credit facilities. At the balance sheet date, assets held by the Group and the Company for managing liquidity risk included cash and short-term bank deposits as disclosed in Note 11 to the financial statements.

Management monitors rolling forecasts of the Group's and Company's liquidity reserve and cash and cash equivalents (Note 11) on the basis of expected cash flow. This is generally carried out at local level in the operating entities of the Group in accordance with the practice and limits set by the Group. These limits vary by operating entity to take into account the working capital requirement of each entity. In addition, the Group's liquidity management policy involves projecting cash flows and considering the level of liquid assets necessary to meet these obligations, monitoring liquidity ratios and maintaining debt financing plans.

The table below analyses non-derivative financial liabilities of the Group and the Company into relevant maturity groupings based on the remaining period from the balance sheet date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying amounts as the impact of discounting is not significant.

	Less than 1 year \$'000	Between 1 and 2 years \$'000	Between 2 and 5 years \$'000	Over 5 years \$'000
<u>Group</u>				
At 31 December 2023				
Trade and other payables	8,376	-	-	-
Borrowings*	76,943	7,278	19,030	50,860
<hr/>				
At 31 December 2022				
Trade and other payables	5,786	-	-	-
Borrowings*	80,158	13,066	24,295	67,376
<hr/>				

* Include the liabilities directly associated with disposal group classified as held-for-sale (Note 14(iii)).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

30. Financial risk management (continued)*Financial risk factors* (continued)

(c) Liquidity risk (continued)

	Less than 1 year \$'000	Between 1 and 2 years \$'000	Between 2 and 5 years \$'000	Over 5 years \$'000
<u>Company</u>				
At 31 December 2023				
Trade and other payables	17,449	-	-	-
Borrowings	2,872	4,987	13,942	30,932
Financial guarantees	3,180	-	-	-
<hr/>				
At 31 December 2022				
Trade and other payables	26,599	-	-	-
Borrowings	2,872	5,623	15,806	41,629
Financial guarantees	7,057	-	-	-
<hr/>				

(d) Capital risk

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

Management monitors capital based on debt-to-equity ratio. The Group and the Company are also required by the banks to maintain debt-to-equity ratio not exceeding 3.20 times (2022: 3.20 times).

Debt-to-equity ratio is calculated as borrowings divided by total equity. Borrowings comprised bank borrowings, bank overdraft, trade financing and lease liabilities - hire purchase. Total equity is defined as equity attributable to equity holders plus any deferred income tax liabilities, minus intangible assets.

	Group		Company	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Borrowings*	118,632	139,613	40,671	48,662
Total equity	27,739	26,135	28,830	24,291
Debt-to-equity ratio (times)	4.28	5.34	1.41	2.00

* Borrowings include the liabilities directly associated with disposal group classified as held-for-sale (Note 14(ii)).

The Group and the Company did not fulfil the gearing ratio and minimum tangible net worth as required in some of the Group's loan agreements for the financial years ended 31 December 2023 and 2022 respectively. The breaches on the above financial covenants for financial years ended 31 December 2023 and 2022 were waived by the lenders up to 31 March 2026 (2022: 31 March 2024) through the Further Amended DRA as explained in Notes 2.1 – Going concern and 24(c) to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

30. Financial risk management (continued)*Financial risk factors* (continued)

(e) Fair value measurements

The table below presents assets measured and carried at fair value and classified by level of the following fair value measurement hierarchy:

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

Quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1)

	Group	
	2023	2022
	\$'000	\$'000
Financial assets, at FVOCI	91	87

The fair value of financial instruments traded in active markets (such as trading securities) is based on quoted market prices at the balance sheet date. The quoted market price used for financial assets held by the Group is the current bid price. These instruments are included in Level 1.

The fair value of current financial assets and liabilities carried at amortised cost approximate their carrying amounts. The fair value measurement of non-current borrowings is disclosed in Note 24(b) to the financial statements.

(f) Financial instruments by category

The carrying amount of the different categories of financial instruments is as disclosed on the face of the balance sheet and in Note 15 to the financial statements except for the following:

	Group		Company	
	2023	2022	2023	2022
	\$'000	\$'000	\$'000	\$'000
Financial assets, at FVOCI	91	87	-	-
Financial assets at amortised cost	23,357	28,601	38,061	48,570
Financial liabilities at amortised cost	145,381	165,558	58,120	75,261

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

31. Related party transactions

In addition to the information disclosed elsewhere in the financial statements, the following transactions took place between the Group and related parties at terms agreed between the parties:

(a) *Transactions with related parties*

	Group	
	2023	2022
	\$'000	\$'000
Sales of goods and/or services to		
- Associated companies	1,001	4,379
Purchases of products and services from		
- Associated companies	98	879
Miscellaneous income from		
- Associated company	5	28
Recharges of common costs:		
- Associated companies	19	64

Related parties comprise mainly companies which are controlled or significantly influenced by the Group's key management personnel, directors and their close family members or is an associated company of the Group.

Outstanding balances as at 31 December 2023 and 2022, arising from sale/purchase of goods and services, are unsecured and receivable/payable within 12 months from balance sheet date and are disclosed in Notes 12 and 23 to the financial statements respectively.

(b) *Key Management personnel compensation*

Key Management personnel compensation is as follows:

	Group	
	2023	2022
	\$'000	\$'000
Wages and salaries	2,009	2,186
Employer's contribution to defined contribution plans, including Central Provident Fund	102	120
Share Award under the PSAS 2021	100	80
	2,211	2,386

Key Management personnel compensation includes Directors' remuneration amounting to \$1,255,000 (2022: \$1,244,000).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

32. Segment information

The Management has determined the operating segments based on the reports reviewed by the Board of Directors that are used to make strategic decisions.

The Group's operating segments are the strategic business units which offer different services and are managed separately. The reportable segment presentation is based on the Group's Management and internal reporting structure used for its strategic decision-making purposes.

The Board of Directors assesses the performance of the operating segments based on revenue and gross profit. Administrative and finance expenses, and other gains are not allocated to segments.

Segmental assets and liabilities are not monitored as majority of the assets and liabilities can be utilised or discharged by different operating segments across the Group.

The Group's activities comprise the following segments:

- (a) Offshore & Engineering - Includes offshore structures, engineering, manufacturing, inspection and maintenance.
- (b) Marine - Includes stern gear manufacturing and refurbishment works, ship inspection, repair and maintenance services and engineering and fabrication works.
- (c) Energy services - Include waste treatment and recovery waste system. Capabilities of waste treatment plant include treatment of waste, water, oily sludge, slope, mud oil, contaminated soil, solid wastes and filter cakes.

	Group			Total \$'000
	Offshore & Engineering \$'000	Marine \$'000	Energy Services \$'000	
Continuing Operations				
2023				
Revenue				
Total segment revenue	4,868	26,817	19,204	50,889
Inter-segment revenue	-	(2,446)	(26)	(2,472)
Revenue from external parties	<u>4,868</u>	<u>24,371</u>	<u>19,178</u>	<u>48,417</u>
Gross (loss)/profit	<u>(2,663)</u>	<u>9,383</u>	<u>7,426</u>	<u>14,146</u>
Other gains, net				6,026
Expenses				
- Administrative				(9,958)
- Finance				(7,429)
Share of loss of associated companies				(37)
Profit before income tax				<u>2,748</u>
Income tax expense				(244)
Profit from continuing operations				<u><u>2,504</u></u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

32. Segment information (continued)

	Group			Total \$'000
	Offshore & Engineering \$'000	Marine \$'000	Energy Services \$'000	
Continuing Operations				
2022				
Revenue				
Total segment revenue	7,160	23,412	13,279	43,851
Inter-segment revenue	(1)	(1,483)	(26)	(1,510)
Revenue from external parties	7,159	21,929	13,253	42,341
Gross (loss)/profit	(1,591)	8,100	3,383	9,892
Other gains, net				4,983
Expenses				
- Administrative				(9,496)
- Finance				(5,353)
Share of profit of associated companies				75
Profit before income tax				101
Income tax expense				(335)
Loss from continuing operations				(234)

The following table provides an analysis of the Group's revenue by geographical market which is analysed based on the country of domicile of the customers:

	Group	
	2023 \$'000	2022 \$'000
Singapore	40,446	35,772
Asia ⁽¹⁾	5,399	5,125
Rest of the world ⁽²⁾	2,572	1,444
Total	48,417	42,341

(1) Asia refers to customers from Malaysia, Brunei, People's Republic of China ("PRC"), Indonesia, Philippines, Thailand, Vietnam, Hong Kong, India, Sri Lanka, Maldives.

(2) Rest of the world refers to customers from Australia, Europe, the Middle East and United States of America.

Revenue of \$17,793,000 (2022: \$16,932,000) is derived from four (2022: five) external customers. This revenue is attributable mainly to Singapore Marine segment and Singapore Energy Services segment (2022: Singapore Marine segment and Singapore Energy Services segment).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

32. Segment information (continued)

The following table provides an analysis of the Group's non-current assets by geography which is analysed based on the location of the non-current assets:

	Group	
	2023	2022
	\$'000	\$'000
Singapore	81,481	85,741
Asia ⁽¹⁾	132	5,552
Total	81,613	91,293

⁽¹⁾ Asia refers to non-current assets located in Indonesia and Malaysia.

33. Events occurring after balance sheet date

- (a) Incorporation of a new subsidiary for proposed internal re-organisation within Menji Group

On 23 January 2024, the Group has incorporated a new subsidiary corporation in Singapore namely, Menji Development Pte. Ltd. ("**Menji Development**") with an issued capital of \$200,000 for 200,000 ordinary shares.

The Group holds a 60% equity interests in Menji Development through Mencast Investment Holdings Pte. Ltd..

Menji Development is expected to market, produce and distribute eco-building materials and products from Phomi MCM Co., Ltd in Singapore and in other overseas markets.

The Group had also undertaken an internal re-organisation exercise involving Menji Pte. Ltd., transferring its entire equity interests in Menji Shanghai to Menji Development post incorporation.

Following the re-organisation, the Group's effective interests in Menji Shanghai increased from 49.73% to 60.0%, whereas the Group continues to hold 49.73% equity interests in Menji Pte. Ltd. and remains as an associated company of the Group.

The incorporation of Menji Development and the re-organisation is not expected to have any material impact on the net tangible assets per share or earnings per share of the Group for the current financial year ending 31 December 2024.

- (b) Strike off of Mencast Energieers Pte. Ltd.

Mencast Energieers Pte. Ltd. ("**Mencast Energieers**"), a 70% owned subsidiary corporation of the Group through Mencast Energy and dormant entity, had been struck off from the Accounting and Corporate Regulatory Authority Register on 5 February 2024. Mencast Energieers had been inactive since its incorporation.

- (c) Further Amended Debt Restructuring Agreement ("**Further Amended DRA**")

On 13 February 2024, the Group entered into a letter agreement dated 6 February 2024 to amend the deadline of the Amended DRA ("**Further Amended DRA**") from 31 March 2024 till 31 March 2026 with no changes to the terms as per the agreement dated 13 October 2021.

For additional information, please refer to basis of preparation on Note 2.1 – Going concern to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
For the financial year ended 31 December 2023

34. New or revised accounting standards and interpretations

Below are the mandatory standards, amendments and interpretations to existing standards that have been published, and are relevant for the Group's accounting periods beginning on or after 1 January 2024 and which the Group has not early adopted.

(a) Amendments to SFRS(I) 1-1 *Presentation of Financial Statements*:

- Classification of Liabilities as Current or Non-current (effective for annual periods beginning on or after 1 January 2024)
- Non-current Liabilities with covenants (effective for annual periods beginning on or after 1 January 2024)

The narrow-scope amendments to SFRS(I) 1-1 *Presentation of Financial Statements* clarify that liabilities are classified as either current or non-current, depending on the rights that exist at the end of the reporting period. Classification is unaffected by the expectations of the entity or events after the balance sheet date (e.g. the receipt of a waiver or a breach of covenant).

Covenants of loan arrangements will not affect classification of a liability as current or non-current at the balance sheet date if the entity must only comply with the covenants after the balance sheet date. However, if the entity must comply with a covenant either before or at the balance sheet date, this will affect the classification as current or non-current even if the covenant is only tested for compliance after the balance sheet date.

The amendments require disclosures if an entity classifies a liability as non-current and that liability is subject to covenants that the entity must comply with within 12 months of the balance sheet date. The disclosures include:

- the carrying amount of the liability;
- information about the covenants; and
- facts and circumstances, if any, that indicate that the entity may have difficulty complying with the covenants.

The amendments also clarify what SFRS(I) 1-1 means when it refers to the 'settlement' of a liability. Terms of a liability that could, at the option of the counterparty, result in its settlement by the transfer of the entity's own equity instrument can only be ignored for the purpose of classifying the liability as current or non-current if the entity classifies the option as an equity instrument. However, conversion options that are classified as a liability must be considered when determining the current/non-current classification of a convertible note.

The Group does not expect any significant impact arising from applying these amendments.

(b) Amendments to SFRS(I) 1-7 *Statement of Cash Flows* and SFRS(I) 7 *Financial Statements: Disclosures: Supplier finance arrangements* (effective for annual periods beginning on or after 1 January 2024)

The amendments clarify the characteristics of supplier finance arrangements ("**SFA**") and introduce new disclosures of such arrangements. The objective of the new disclosures is to provide information about supplier finance arrangements that enables investors to assess the effects on an entity's liabilities, cash flows and the exposure to liquidity risk.

There is a transitional relief of not requiring comparative information in the first year, and also not requiring disclosure of specified opening balances.

The amendments will be effective for annual periods beginning on or after 1 January 2024. Early adoption is permitted.

The Group does not expect any significant impact arising from applying these amendments.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 December 2023

34. New or revised accounting standards and interpretations (continued)

Below are the mandatory standards, amendments and interpretations to existing standards that have been published, and are relevant for the Group's accounting periods beginning on or after 1 January 2024 and which the Group has not early adopted. (continued)

- (c) Amendments to SFRS(I) 16 Leases: Lease liability in a Sale and Leaseback (effective for annual periods beginning on or after 1 January 2024)

The narrow-scope amendments to SFRS(I) 16 explain how an entity accounts for a sale and leaseback after the date of the transaction.

The amendments specify that, in measuring the lease liability subsequent to the sale and leaseback, the seller-lessee determines 'lease payments' and 'revised lease payments' in a way that does not result in the seller-lessee recognising any amount of the gain or loss that relates to the right of use that it retains. This could particularly impact sale and leaseback transactions where the lease payments include variable payments that do not depend on an index or a rate.

The Group does not expect any significant impact arising from applying these amendments.

STATISTICS OF SHAREHOLDINGS
AS AT 15 MARCH 2024

SHARE CAPITAL

Number of ordinary shares (excluding treasury shares and subsidiary holding)	: 456,085,524
Number of treasury shares held	: 455,025 (0.1% of the total number of shares)
Class of shares	: Ordinary shares
Voting rights	: One vote per ordinary share

DISTRIBUTION OF SHAREHOLDINGS

SIZE OF SHAREHOLDINGS	NO. OF SHAREHOLDERS	%	NO. OF SHARES	%
1 - 99	12	1.59	333	0.00
100 - 1,000	45	5.94	31,141	0.01
1,001 - 10,000	156	20.61	815,308	0.18
10,001 - 1,000,000	499	65.92	66,029,881	14.48
1,000,001 AND ABOVE	45	5.94	389,208,861	85.33
TOTAL	757	100.00	456,085,524	100.00

TWENTY LARGEST SHAREHOLDERS

NO.	NAME	NO. OF SHARES	%
1	CITIBANK NOMINEES SINGAPORE PTE LTD	98,009,956	21.49
2	WONG SWEE CHUN	50,409,050	11.05
3	DBS NOMINEES (PRIVATE) LIMITED	50,088,470	10.98
4	CHUA KIM CHOO	41,716,800	9.15
5	SIM SOON YING (SHEN SHUNYING)	21,686,000	4.75
6	WONG CHEE HERNG	12,544,400	2.75
7	GOH KAI KUI	9,706,000	2.13
8	UOB KAY HIAN PRIVATE LIMITED	6,206,900	1.36
9	MAYBANK SECURITIES PTE. LTD.	6,167,700	1.35
10	SAN MENG CHEE	5,725,100	1.26
11	HUANG ZHIYONG	5,179,000	1.14
12	LEOW DAVID IVAN	4,627,900	1.01
13	PHILLIP SECURITIES PTE LTD	4,296,000	0.94
14	NG KENG TEONG	4,291,550	0.94
15	PANG YOKE MIN	4,278,800	0.94
16	TIGER BROKERS (SINGAPORE) PTE. LTD.	4,146,000	0.91
17	GAY CHEE CHEONG	3,858,000	0.85
18	SONG SEI RYE	3,837,632	0.84
19	CGS-CIMB SECURITIES (SINGAPORE) PTE. LTD.	3,745,571	0.82
20	ANG KIAN HUI LARRY (WANG JIANHUI)	3,546,900	0.78
TOTAL		344,067,729	75.44

STATISTICS OF SHAREHOLDINGS

AS AT 15 MARCH 2024

SUBSTANTIAL SHAREHOLDERS

(As recorded in the Register of Substantial Shareholders as at 15 March 2024)

	Direct Interest	%	Deemed Interest	%
Sim Soon Ngee Glenndle ⁽¹⁾	86,852,900	19.04	63,402,800	13.90
Chua Kim Choo ⁽¹⁾	41,716,800	9.15	108,538,900	23.80
Sim Soon Ying ⁽¹⁾	21,686,000	4.76	128,569,700	28.19
Wong Swee Chun ⁽²⁾	50,409,050	11.05	1,509,900	0.33
Gay Chee Cheong ⁽³⁾	5,658,000	1.24	21,175,000	4.64
Chua Siok Lan ⁽³⁾	21,000,000	4.60	5,833,000	1.28
Ni Weiming ⁽³⁾	175,000	0.04	26,658,000	5.84
Wong Boon Huat ⁽⁴⁾	31,531,106	6.91	-	-

Notes:

- (1) The following shares are registered under Sim Soon Ngee Glenndle:
(a) 64,600,000 shares in Citibank Nominees Singapore Pte Ltd; and
(b) 18,967,900 in DBS Nominees (Private) Limited.

Sim Soon Ngee Glenndle is deemed interested in the shares of Chua Kim Choo and Sim Soon Ying. Sim Soon Ngee Glenndle is the son of Chua Kim Choo and the brother of Sim Soon Ying. Each is deemed to have an interest in the shares held by each other.

- (2) Wong Swee Chun is deemed interested in the shares of S C Wong Holdings Pte. Ltd.

- (3) Gay Chee Cheong is deemed interested in the shares of Chua Siok Lan and Ni Weiming. Gay Chee Cheong is the husband of Chua Siok Lan and father of Ni Weiming. Each is deemed to have an interest in the shares held by each other.

- (4) 28,005,306 shares registered in the name of Citibank Nominees Singapore Pte Ltd.

COMPLIANCE WITH RULE 723 OF THE SGX-ST LISTING MANUAL

SECTION B : RULES OF CATALIST ("CATALIST RULES")

Based on information available and to the best knowledge of the Company, as at 15 March 2024, approximately 40.04% of the ordinary shares of the Company are held by the public. The Company is therefore in compliance with Rule 723 of the Catalist Rules.

The Company has 455,025 treasury shares as at 15 March 2024.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Annual General Meeting (“**AGM**” or the “**Meeting**”) of Mencast Holdings Ltd. (the “**Company**”) will be held at 42B Penjuru Road, Level 2 Auditorium, Singapore 609163 on Monday, 29 April 2024 at 3.00 p.m., for the purpose of considering and, if thought fit, passing with or without any modifications, the following resolutions:

AS ORDINARY BUSINESS

1. To receive and adopt the Directors’ Statement and the Audited Financial Statements of the Company for the financial year ended 31 December 2023 together with the Auditors’ Report thereon. **(Resolution 1)**
2. To re-elect Mr. Wong Boon Huat as Director of the Company retiring pursuant to Article 89 of the Constitution of the Company. **(Resolution 2)**
3. To note the retirement of the following Directors upon the conclusion of this AGM:
 - (a) Mr. Sunny Wong Fook Choy
 - (b) Mr. Ng Chee Keong
 - (c) Mr. Leow David Ivan

[See Explanatory Note (i)]
4. To appoint the following as Directors pursuant to Article 88 of the Constitution of the Company:
 - (a) Mr. Lim Yeow Hua @ Lim You Qin **(Resolution 3)**
 - (b) Mr. Marini Martin Vincent **(Resolution 4)**

[See Explanatory Note (ii)]
5. To approve the payment of Directors’ fees of S\$174,480 for the financial year ended 31 December 2023 (2022: S\$139,584 paid in cash and S\$34,896 paid in shares). **(Resolution 5)**
6. To re-appoint CLA Global TS Public Accounting Corporation as the Independent Auditor of the Company and to authorise the Directors to fix their remuneration. **(Resolution 6)**
7. To transact any other ordinary business which may properly be transacted at an Annual General Meeting.

AS SPECIAL BUSINESS

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

8. Authority to issue shares in the capital of the Company (“Shares”)

That pursuant to Section 161 of the Companies Act 1967 of Singapore (the “**Companies Act**”) and Rule 806 of the Listing Manual Section B: Rules of Catalist (the “**Catalist Rules**”) of the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”), authority be and is hereby given to the Directors of the Company to:

- (a) (i) allot and issue shares in the Company (“**Shares**”) whether by way of rights, bonus or otherwise; and/or
- (ii) make or grant offers, agreements, or options (collectively, “**Instruments**”) that might or would require shares to be issued, during the continuance of this authority or thereafter, including but not limited to the creation and issue of (as well as adjustments to) options, warrants, debentures, or other instruments convertible into Shares,

at any time and upon such terms and conditions and for such purposes and to such persons as the Directors of the Company may, in their absolute discretion, deem fit; and

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

NOTICE OF ANNUAL GENERAL MEETING

provided that:

- (1) the aggregate number of shares (including shares to be issued in pursuance of the Instruments, made or granted pursuant to this Resolution) to be issued pursuant to this Resolution shall not exceed one hundred per centum (100%) of the total number of issued shares (excluding treasury shares and subsidiary holdings, if any) in the capital of the Company (as calculated in accordance with sub-paragraph (2) below), of which the aggregate number of shares and Instruments to be issued other than on a pro-rata basis to shareholders of the Company shall 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);
- (2) (subject to such manner of calculation and adjustments 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 of the Company (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 of the passing of this Resolution, after adjusting for:
 - (a) new Shares arising from the conversion or exercise of the Instruments or any convertible securities;
 - (b) new Shares arising from exercising share options or vesting of share awards that are outstanding and subsisting at the time this Resolution is passed, provided that the options or share awards (as the case may be) were granted in compliance with Part VIII of Chapter 8 of the Catalist Rules; and
 - (c) any subsequent bonus issue, consolidation, or subdivision of shares;

provided further that adjustments in accordance with sub-paragraphs 2(a) and 2(b) above are only to be made in respect of new shares arising from convertible securities, share options, or share awards which were issued and outstanding or subsisting at the time of the passing of this Ordinary Resolution;
- (3) in exercising the authority conferred by this Ordinary Resolution, the Company shall comply with the provisions of the Catalist Rules for the time being in force (unless such compliance has been waived by the SGX-ST), all applicable legal requirements under the Companies Act and otherwise, and the Constitution of the Company for the time being; and
- (4) unless revoked or varied by the Company in a general meeting, such authority conferred by this Ordinary Resolution shall continue in force until the conclusion of the next AGM of the Company or the date by which the next AGM of the Company is required by law to be held, whichever is earlier.

[See Explanatory Note (iii)]

(Resolution 7)

NOTICE OF ANNUAL GENERAL MEETING

9. Authority to issue shares under the Mencast Performance Share Award Scheme 2021

That pursuant to Section 161 of the Companies Act, the Directors be and are hereby authorised to offer and grant awards ("**Awards**") in accordance with the provisions of the Mencast Performance Share Award Scheme 2021 (the "**PSAS 2021**") and to allot and issue from time to time such number of fully-paid Shares as may be required to be issued pursuant to the vesting of the Awards under the PSAS 2021, provided that the aggregate number of Shares to be allotted and issued pursuant to the PSAS 2021, when added to the number of Shares issued and issuable in respect of all Awards, and all Shares issued and issuable in respect of all options granted or awards granted under any other share incentive schemes or share plans adopted by the Company and for the time being in force, shall not exceed fifteen per centum (15%) of the total issued Shares (excluding treasury shares and subsidiary holdings, if any) from time to time and that such authority shall, unless revoked or varied by the Company in a general meeting, 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 earlier.

[See Explanatory Note (iv)]

(Resolution 8)

By Order of the Board

Kevin Cho
Company Secretary
Singapore, 12 April 2024

NOTICE OF ANNUAL GENERAL MEETING

Explanatory Notes:

- i. Upon the retirement of Mr. Sunny Wong Fook Choy as Lead Independent Director of the Company, he will be relinquishing his position as Chairman of the Nominating Committee as well as a member of the Audit Committee and Remuneration Committee.

Upon the retirement of Mr. Ng Chee Keong as Independent Director of the Company, he will be relinquishing his position as Chairman of the Remuneration Committee as well as a member of the Audit Committee and Nominating Committee.

Upon the retirement of Mr. Leow David Ivan as Independent Director of the Company, he will be relinquishing his position as Chairman of the Audit Committee, Corporate Strategy and Communications Committee as well as a member of the Remuneration Committee.

- ii. Mr. Lim Yeow Hua @ Lim You Qin will, upon appointment as a Director of the Company, serve as Independent Director and Chairman of the Audit Committee. He is considered independent for the purposes of Rule 704(7) of the Catalist Rules.

Mr. Marini Martin Vincent will, upon appointment as a Director of the Company, serve as Independent Director. He is considered independent for the purposes of Rule 704(7) of the Catalist Rules.

Detailed information on Mr. Lim Yeow Hua @ Lim You Qin and Mr. Marini Martin Vincent can be found under the "Additional Information on Directors Seeking Re-appointment or Appointment" section in the Company's Annual Report 2023.

- iii. The Ordinary Resolution 7, if passed, will empower the Directors of the Company, effective until the conclusion of the next AGM of the Company, or the date by which the next AGM of the Company is required by law to be held or such authority is varied or revoked by the Company in a general meeting, whichever is the earlier, to issue shares, make or grant Instruments convertible into shares and to issue shares pursuant to such Instruments, up to a number not exceeding, in total, one hundred per centum (100%) of the total number of issued shares (excluding treasury shares and subsidiary holdings, if any) in the capital of the Company, of which up to fifty per centum (50%) may be issued other than on a pro-rata basis to shareholders.

For determining the aggregate number of Shares that may be issued, the percentage of the total number 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 this Ordinary Resolution 7 is passed after adjusting for new Shares arising from the conversion or exercise of any convertible securities, the exercise of share options or the vesting of share awards outstanding or subsisting at the time when this Ordinary Resolution 7 is passed and any subsequent bonus issue, consolidation or subdivision of Shares.

- iv. The Ordinary Resolution 8, if passed, will empower the Directors to offer and grant Awards under the PSAS 2021 in accordance with the provisions of the PSAS 2021 and to issue from time to time such number of fully paid Shares as may be required to be issued pursuant to the vesting of the Awards subject to the maximum number of Shares prescribed under the terms and conditions of the PSAS 2021. The aggregate number of Shares that may be issued pursuant to the PSAS 2021 and any other share-based schemes (if applicable) shall not exceed in aggregate (for the entire duration of the PSAS 2021) fifteen per centum (15%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings, if any) from time to time.

Notes:

1. The members of the Company are invited to attend the AGM in person. There will be no option for shareholders to participate virtually. Printed copies of this Notice, proxy form and the annual report will be sent by post to members. This Notice, the proxy form and the annual report are also available on the Company's corporate website at the URL <http://www.mencast.com.sg> and the SGX's website at the URL <https://www.sgx.com/securities/company-announcements>. A member will need an internet browser and PDF reader to view these documents.

NOTICE OF ANNUAL GENERAL MEETING

2. (a) A member (whether individual or corporate), who is not a relevant intermediary, is entitled to appoint not more than 2 proxies to attend and vote at the AGM; or
 - (b) A member, who is a relevant intermediary, is entitled to appoint more than 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. "Relevant intermediary" has the meaning ascribed to it in Section 181 of the Companies Act.
3. Members submit questions related to the resolutions to be tabled for approval at the AGM in advance of the AGM in the following manner by 5.00 p.m. on 22 April 2024:
 - (a) by email to ir@mencast.com.sg; or
 - (b) by post to the registered office of the Company's Share Registrar, Boardroom Corporate & Advisory Services Pte. Ltd., at 1 Harbourfront Avenue, #14-07 Keppel Bay Tower, Singapore 098632.

When submitting questions by post or via email, shareholders should also provide the following details: (i) the shareholder's full name; (ii) the shareholder's address; and (iii) the number of shares held; and (iv) the manner in which the shareholder holds shares in the Company (e.g., via CDP, CPF, SRS and/or scrip), for verification purposes.

The Company will endeavour to address all substantial and relevant questions received at the AGM. The responses to such questions, including any questions raised at the AGM will be included in the minutes of the AGM which will be published on the Company's website and on SGXNet within one (1) month from the date of the AGM.

4. A proxy need not be a member of the Company.
5. The instrument appointing a proxy or proxied, together with the power of attorney or other authority under which it is signed (if applicable) or a notarially certified copy thereof, must be submitted to the Company in the following manner:
 - (a) if submitted personally or by post, be lodged at be deposited at the Registered Office of the Company at 42E Penjuru Road, Mencast Central, Singapore 609161; or
 - (b) if submitted by email, be received by the Company at ir@mencast.com.sg.

and in each case, must be lodged or received not less than 48 hours before the time appointed for holding the Meeting.

Personal Data Privacy:

By 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 (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

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

The contact person for the Sponsor is Ms Charmian Lim (Telephone: (65) 6232 3210) at 1 Robinson Road, #21-00 AIA Tower, Singapore 048542.

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-APPOINTMENT OR APPOINTMENT

Pursuant to Rule 720(5) and Appendix 7F of the Catalist Rules of the SGX-ST, the additional information relating to the Directors seeking the re-appointment or the appointments at the forthcoming AGM of the Company to be convened on 29 April 2024 are as follows:

	Mr. Wong Boon Huat	Mr. Lim Yeow Hua @ Lim You Qin	Mr. Marini Martin Vincent
Date of appointment	4 August 2011	29 April 2024	29 April 2024
Date of last re-appointment	30 April 2021	Not applicable	Not applicable
Age	57	62	64
Country of principal residence	Singapore	Singapore	Singapore
The Board's comments on this re-appointment or appointment (including rationale, selection criteria, and the search and nomination process)	Based on the recommendation of the Nominating Committee ("NC"), the Board (Mr. Wong Boon Huat abstained from deliberating his own re-election) proposes to the Company's shareholders to approve the re-election of Mr. Wong Boon Huat as Director of the Company.	The Board of Directors of the Company, having considered among others, the recommendation of the NC and the qualifications, work experience, and competencies of Mr. Lim Yeow Hua @ Lim You Qin, is of the view that he is suitable for appointment as the Lead Independent Director and Chairman of Audit Committee ("AC") of the Company. Mr. Lim Yeow Hua's appointment is subject to the approval of the Company's shareholders at the annual general meeting to be held on 29 April 2024.	The Board of Directors of the Company, having considered among others, the recommendation of the NC and the qualifications, work experience, and competencies of Mr. Marini Martin Vincent, is of the view that he is suitable for appointment as the Independent Director. Mr. Marini Martin Vincent's appointment is subject to the approval of the Company's shareholders at the annual general meeting to be held on 29 April 2024.
Whether the appointment is executive, and if so, the area of responsibility	Executive Director	Non-Executive	Non-Executive

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-APPOINTMENT OR APPOINTMENT

	Mr. Wong Boon Huat	Mr. Lim Yeow Hua @ Lim You Qin	Mr. Marini Martin Vincent
Job Title	<ul style="list-style-type: none"> CSCC Member 	<ul style="list-style-type: none"> Lead Independent Director AC Chairman <p>As the Company is in the midst of identifying a third independent director candidate, the Company will make relevant announcements on the composition of the Board and Board Committees of the Company after such an appointment.</p>	<ul style="list-style-type: none"> Independent Director <p>As the Company is in the midst of identifying a third independent director candidate, the Company will make relevant announcements on the composition of the Board and Board Committees of the Company after such an appointment.</p>
Professional Qualifications	-	<ul style="list-style-type: none"> Fellow Member of the Institute of Singapore Chartered Accountants Accredited Tax Advisor of the Singapore Institute of Accredited Tax Professionals Bachelor's Degree in accountancy and Master of Business Administration, National University of Singapore Senior Accredited Director of the Singapore Institute of Directors 	<ul style="list-style-type: none"> Post-graduate practical law course certificate, Board of Legal Education Singapore (presently Singapore Institute of Legal Education) Postgraduate Diploma in Business Laws, National University of Singapore Bachelor of Laws (Honours), National University of Singapore Accredited Mediator of the Singapore International Mediation Institute Non-practicing advocate & solicitor of the Singapore Supreme Court Non-practicing advocate & solicitor of the England & Wales Supreme Court

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-APPOINTMENT OR APPOINTMENT

	Mr. Wong Boon Huat	Mr. Lim Yeow Hua @ Lim You Qin	Mr. Marini Martin Vincent
Working experience and occupation(s) during the past 10 years	<ul style="list-style-type: none"> • Founder of Top Great Engineering & Marine Pte Ltd • Executive Director of Mencast Holdings Ltd. 	<ul style="list-style-type: none"> • 2017 to 2019: Incorp Global Pte. Ltd., Group Head of Tax • 2006 to- 2017: Asia Pacific Business Consultants Pte. Ltd., Managing Director 	<ul style="list-style-type: none"> • Oct 2023 to present: Consultant (part-time) of LWP.SG Consultants • Jan 2021 to present: Adjunct Fellow of Maritime & Port Authority of Singapore Academy • Aug 2020 to present: Consultant (part-time) of Singapore Organisation of Seamen • November 2020 to March 2022: Consultant of Farallon Law Corporation • Jul 2005 to Jan 2020: General Counsel of Maritime & Port Authority of Singapore
Shareholding interest in the listed issuer and its subsidiaries	Direct Interest: 31,531,106 ordinary shares in the listed issuer Deemed Interest: Nil	Direct Interest: Nil Deemed Interest: Nil	Direct Interest: Nil Deemed Interest: Nil
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	No	No	No
Conflict of interest (including any competing business)	No	No	No
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) has been submitted to the Company	Yes	Yes	Yes

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-APPOINTMENT OR APPOINTMENT

Mr. Wong Boon Huat**Mr. Lim Yeow Hua @
Lim You Qin****Mr. Marini Martin
Vincent****Other principal commitments* including directorships#**

* "Principal Commitments" has the same meaning as defined in the Code.

These fields are not applicable for announcements of appointments pursuant to Rule 704(8) of the Catalist Rules.

Past (for the last 5 years)

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> • Mencast Energieers Pte. Ltd. (Struck off) • Vac-Tech Engineering Pte Ltd • Subsea Group • Mencast Marine (HK) Limited (Deregistered) • S & W Process Equipment (Changshu) Co. Ltd. | <ul style="list-style-type: none"> • Singapore Women's & Children's Medical Group Pte Ltd • KTL Global Ltd • Prestige Biopharma Pte Ltd • Revez Corporation Ltd • Accrelist Ltd | <ul style="list-style-type: none"> • Singapore Association for the Deaf |
|--|--|--|

Present

- | | | |
|---|--|--|
| <p>Within the Group</p> <ul style="list-style-type: none"> • Chinyee Engineering & Machinery Pte Ltd • Mencast Procurement (Singapore) Pte. Ltd. • Mencast Offshore & Marine group of Companies • Mencast Logistics Pte. Ltd. • Mencast Energy Pte. Ltd. • Mencast Engineering Pte. Ltd. • Mencast Innovation Centre Pte. Ltd. • Mencast Marine Pte. Ltd. • Mencast Investment Holdings Pte. Ltd. • Menji Pte. Ltd. • Menji AM Tech Pte. Ltd. • Menji Development Pte. Ltd. • Menji International Pte. Ltd. • Recon Propeller & Engineering Pte Ltd • S&W Pte. Ltd. • Top Great group of Companies • Virestorm Pte. Ltd. | <ul style="list-style-type: none"> • KSH Holdings Ltd • NauticAWT Limited • Oxley Holdings Ltd • Eratat Lifestyle Limited (in liquidation) | <ul style="list-style-type: none"> • Eurasian Association, Singapore • Restroom Association of Singapore • Tanjong Pagar Football Club • Perbadanan Pengurusan Inspirasi Bestari |
|---|--|--|

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-APPOINTMENT OR APPOINTMENT

	Mr. Wong Boon Huat	Mr. Lim Yeow Hua @ Lim You Qin	Mr. Marini Martin Vincent
Disclose the following matters concerning an appointment of director, chief executive officer, chief financial officer, chief operating officer, general manager or other officer of equivalent rank. If the answer to any question is "yes", full details must be given			
a Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No	No
b Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	Yes	No
		Eratat Lifestyle Limited was delisted from the Mainboard of the SGX-ST on 19 June 2017 with the SGX-ST's approval and had undergone liquidation pursuant to compulsory winding up proceedings. Mr. Lim Yeow Hua @ Lim You Qin was a non-executive independent director during his tenure at Eratat Lifestyle Limited and had not been involved in the management or operations of the company.	
c Whether there is any unsatisfied judgment against him?	No	No	No
d Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-APPOINTMENT OR APPOINTMENT

	Mr. Wong Boon Huat	Mr. Lim Yeow Hua @ Lim You Qin	Mr. Marini Martin Vincent
e Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No	No	No
f Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No	No	No
g Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No	No
h Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-APPOINTMENT OR APPOINTMENT

	Mr. Wong Boon Huat	Mr. Lim Yeow Hua @ Lim You Qin	Mr. Marini Martin Vincent
i Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No	No	No
j Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:	No	No	No
(i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or			
(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			
(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			
(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?			

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-APPOINTMENT OR APPOINTMENT

	Mr. Wong Boon Huat	Mr. Lim Yeow Hua @ Lim You Qin	Mr. Marini Martin Vincent
k Whether he has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No	No
Disclosure applicable to the appointment of Director only.			
Any prior experience as a director of a listed company?	Not Applicable as this relates to the re-election of a director.	Mr. Lim Yeow Hua @ Lim You Qin presently holds directorships in various listed companies. Please refer to his other principal commitments.	Subject to the approval of the Company's shareholders on the appointment of Mr. Marini Martin Vincent as Director at the annual general meeting to be held on 29 April 2024, the Company will arrange for Mr. Marini Martin Vincent to attend the mandatory training for first time director on the roles and responsibilities of a director of a listed issuer as prescribed in the Catalist Rules within one year from his date of appointment.
If yes, please provide details of prior experience.			
If no, please state if the director has attended or will be attending training on the roles and responsibilities of a director of a listed issuer as prescribed by the Exchange.			
Please provide details of relevant experience and the nominating committee's reasons for not requiring the director to undergo training as prescribed by the Exchange (if applicable)			

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MENCAST HOLDINGS LTD.
Company Registration No. 200802235C
(Incorporated in the Republic of Singapore)

PROXY FORM

(Please see notes overleaf before completing this Form)

IMPORTANT:

This Proxy Form is not valid for use by investors who hold shares in the Company through relevant intermediaries (as defined in Section 181 of the Singapore Companies Act 1967), including CPF/SRS investors, and shall be ineffective for all intents and purposes, if used or purported to be used by them. Such investors (including CPF/SRS investors), if they wish to vote, should contact their respective relevant intermediaries as soon as possible to submit his/her voting instructions by Wednesday, 17 April 2024 at 3:00 p.m., being at least 7 working days before the Annual General Meeting ("AGM").

I/We*, _____
NRIC/Passport/Co. Registration No. _____
of _____

being a member/members* of Mencast Holdings Ltd. (the "Company"), hereby appoint:

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

and/or*

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

or failing the person, or either or both of the persons, referred to above, the Chairman of the Meeting as my/our* proxy(ies) to attend, speak or vote for me/us* on my/our* behalf, at the Annual General Meeting of the Company to be convened and held at 42B Penjuru Road, Level 2 Auditorium, Singapore 609163 on Monday, 29 April 2024 at 3.00 p.m. and at any adjournment thereof.

I/We* direct my/our* proxy(ies) to vote for, against, or abstain from voting on the resolutions to be proposed at the AGM as indicated hereunder.

No.	Ordinary Resolutions:	No. of Votes For ⁽¹⁾	No. of Votes Against ⁽¹⁾	No. of Votes Abstain ⁽¹⁾
	Routine Business			
1.	Directors' Statement and Audited Financial Statements for the year ended 31 December 2023			
2.	Re-election of Mr. Wong Boon Huat as a Director			
3.	To appoint Mr. Lim Yeow Hua @ Lim You Qin as Director			
4.	To appoint Mr. Marini Martin Vincent as Director			
5.	Approval of Directors' fees			
6.	Re-appointment of CLA Global TS Public Accounting Corporation as Independent Auditor of the Company			
	Special Business			
7.	Authority to issue new shares in the capital of the Company			
8.	Authority to issue shares under the Mencast Performance Share Award Scheme 2021			

⁽¹⁾ If you wish to exercise all your votes "For" or "Against" or "Abstain", please tick a "v" within the box provided. Alternatively, please indicate the number of votes as appropriate. Alternatively, please indicate the number of shares your proxy is directed to vote "For" or "Against" or "Abstain" within the box. In the absence of specific directions, the appointment of your proxy(ies) for that resolution will be treated as invalid.

Dated this _____ day of _____ 2024

Signature of Shareholder(s) or, Common Seal of Corporate Shareholder

*To delete where inapplicable

Total number of Shares in:	No. of Shares
(a) CDP Register	
(b) Register of Members	

IMPORTANT: PLEASE READ NOTES OVERLEAF



Notes:

1. A member of the Company should insert the total number of shares held. If the member has shares entered against his/her/its name in the Depository Register (as defined in Section 81SF of the Securities and Futures Act 2001), he/she/it should insert that number of shares. If the member has shares registered in his/her/its name in the Register of Members (maintained by or on behalf of the Company), he/she/it should insert that number of shares. If the member has shares entered against his/her/its name in the Depository Register and shares registered in his/her/its name in the Register of Members, he/she/it should insert the aggregate number of shares entered against his/her/its name in the Depository Register and registered in his/her/its name in the Register of Members. If no number is inserted, this form of proxy will be deemed to relate to all the shares held by the member of the Company.
2. This proxy form may be accessed at the Company's corporate website at the URL <http://www.mencast.com.sg>, and will also be made available on the SGX's website at the URL <https://www.sgx.com/securities/company-announcements>.
3. Where a member (whether individual or corporate) who is not a relevant intermediary (as defined below) is entitled to appoint not more than 2 proxies, the appointments shall be invalid unless such member specifies the number of Shares to be represented by each proxy. Please note that proxy will be given the same rights as member.
4. A member, who is a relevant intermediary, is entitled to appoint more than 2 proxies to attend, speak 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 Shareholder. Where such Shareholder's instrument appointing a proxy(ies) appoints more than 2 proxies, the number and class of Shares is held in relation to which each proxy has been appointed must be specified in the instrument appointing a proxy(ies).
5. "Relevant intermediary" has the meaning ascribed to it in Section 181 of the Companies Act 1967 of Singapore.
6. Where a member (whether individual or corporate) appoints a proxy or proxies as his/her/its proxy, he/she/it must give specific instructions as to voting, or abstentions from voting, in respect of a resolution in the form of proxy; failing which, the appointment of proxy(ies) for that resolution will be treated as invalid. Please note that proxy will be given the same rights as a member.
7. A proxy need not be a member of the Company.
8. Investors holding shares under the Central Provident Fund Investment Schemes ("CPF Investors") and/or Supplementary Retirement Scheme ("SRS Investors") should approach their respective CPF Agent Banks or SRS Operators to submit their votes at least 7 working days before the AGM (i.e., Wednesday, 17 April 2024 at 3:00 p.m.). CPF/SRS Investors should contact their respective CPF Agent Banks or SRS Operators for any queries they may have with regard to the appointment of proxy for the AGM.
9. Completion and return of this instrument appointing a proxy shall not preclude a member from attending and voting at the Meeting. Any appointment of a proxy or proxies shall be deemed to be revoked if a member attends the meeting in person, and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the instrument of proxy to the Meeting.
10. The instrument appointing a proxy or proxies, together with the power of attorney or other authority under which it is signed (if applicable) or a notarially certified copy thereof, must be submitted to the Company in the following manner:
 - (a) if submitted personally or by post, be lodged at the registered office of the Company at 42E Penjuru Road, Mencast Central, Singapore 609161; or
 - (b) if submitted by email, be received by the Company at ir@mencast.com.sg, and in each case, must be lodged or received not less than 48 hours before the time appointed for the Meeting.
11. The instrument appointing a proxy or proxies must be under the hand of the appointor or of his attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed either under its seal or under the hand of an officer or attorney duly authorised. Where the instrument appointing a proxy or proxies is executed by an attorney on behalf of the appointor, the letter or power of attorney or a duly certified copy thereof must be lodged with the instrument.
12. A corporation that 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.
13. Any reference to a time of day in this Proxy Form is made by reference to Singapore time.

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 12 April 2024.

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 name 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.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Executive Directors:

Sim Soon Ngee Glenddle

Executive Chairman &
Chief Executive Officer

Wong Boon Huat

Executive Director

Independent Directors:

Sunny Wong Fook Choy

Lead Independent Director

Leow David Ivan

Independent Director

Ng Chee Keong

Independent Director

AUDIT COMMITTEE

Leow David Ivan

Chairman

Sunny Wong Fook Choy

Ng Chee Keong

NOMINATING COMMITTEE

Sunny Wong Fook Choy

Chairman

Ng Chee Keong

Sim Soon Ngee Glenddle

REMUNERATION COMMITTEE

Ng Chee Keong

Chairman

Sunny Wong Fook Choy

Leow David Ivan

CORPORATE STRATEGY & COMMUNICATIONS COMMITTEE

Leow David Ivan

Chairman

Sim Soon Ngee Glenddle

Wong Boon Huat

SECRETARY

Cho Form Po

REGISTERED OFFICE

42E Penjuru Road,

Mencast Central,

Singapore 609161

SHARE REGISTRAR

**Boardroom Corporate &
Advisory Services Pte Ltd**

1 Harbourfront Avenue,

#14-07 Keppel Bay Tower,

Singapore 098632

INDEPENDENT AUDITOR

**CLA Global TS Public Accounting Corporation
Public Accountants and Chartered Accountants**

80 Robinson Road

#25-00

Singapore 068898

Director-In-Charge

Loh Hui Nee

Appointed since financial year ended 31 December 2020

CONTINUING SPONSOR

SAC Capital Private Limited

1 Robinson Road #21-00

AIA Tower

Singapore 048542

PRINCIPAL BANKER

United Overseas Bank Limited

COMPANY REGISTRATION NO.

200802235C

MENCAST HOLDINGS LTD.

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