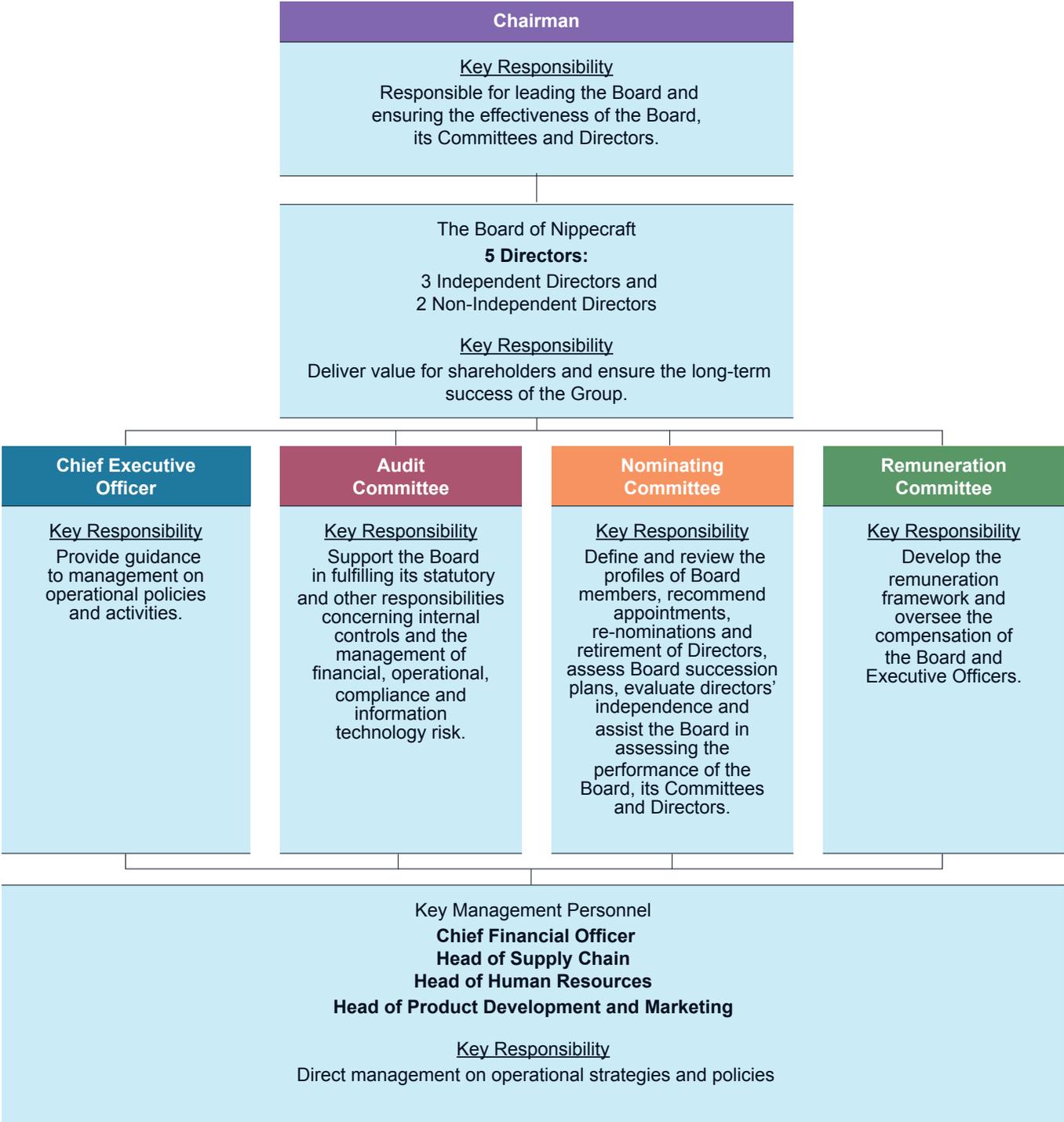


# Corporate Governance Statement

## Our Governance Framework



Nippecraft Limited (“**Nippecraft**” or the “**Company**”, and together with its subsidiaries, the “**Group**”), view corporate accountability, transparency and sustainability as strategic tools for enhancing long-term shareholders’ value and is committed to observing high standards of corporate governance.

The Listing Manual - Section B: Rules of Catalist (“**Catalist Rules**”) of the Singapore Exchange Securities Trading Limited (“**SGX-ST**” or “**Singapore Exchange**”) requires an issuer to describe its corporate governance practices with specific reference to the principles and the provisions of the Code of Corporate Governance 2018 (“**2018 Code**”) in its annual report, as well as disclose any deviation from any provision of the 2018 Code and explain how the practices it had adopted are consistent with the intent of the relevant principle.

This statement outlines the policies adopted and practised by the Group for its annual report for the financial year ended 31 December 2025 (“**FY2025**”) (“**Annual Report 2025**”) with specific reference to the relevant principles and provisions of the 2018 Code. The Company has generally adopted principles and practices of corporate governance in line with the recommendations of the 2018 Code, save as highlighted and explained in this statement.

## **BOARD MATTERS**

### **1.0 THE BOARD’S CONDUCT OF AFFAIRS**

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

#### **1.1 Directors are fiduciaries who act objectively in the best interests of the Company**

As at the date of this report, the Board of Directors of the Company (the “**Board**” or the “**Directors**”) is made up of the following members:

Raymond Lam Kuo Wei	Independent Non-Executive Chairman
Raja Hayat	Executive Director and Chief Executive Officer (“ <b>CEO</b> ”)
Chan Cheng Fei	Executive Director and Chief Financial Officer (“ <b>CFO</b> ”)
Eddie Foo Toon Ee	Independent Director
Yek Boon Seng	Independent Director

The Board is accountable to the shareholders for delivering value for shareholders and ensuring the long-term success of the Group. The Board works closely with the management of the Company (the “**Management**”) and the Management remains accountable to the Board.

The Board exercises due diligence and independent judgment in dealing with the business affairs of the Group and are fiduciaries who are obliged to act in good faith and to make objective decisions in the best interests of the Group.

The Board is also aware of the requirements of Rules 905 and 906 of the Catalist Rules in relation to Interested Person Transactions. The Company will ensure that any Interested Person Transactions are clearly communicated to shareholders in public announcements released via SGXNet, when deemed necessary.

The primary functions of the Board, apart from its statutory duties, include:

- Guide the formulation of the Group’s overall long-term strategic plans and performance objectives as well as operational initiatives;
- Oversee the evaluation of the adequacy and effectiveness of financial reporting, internal controls and risk management frameworks;
- Monitor the financial performance of the business including approval of release of the interim and annual financial reports and interested person transactions;
- Identify the key shareholder groups and recognise that their perceptions affect the Company’s reputation;
- Appointment or removal of Directors, executive officers and Company Secretary;
- Approve major proposals involving funding, investments, acquisitions and/or divestments;
- Set the Group’s approach to corporate governance, including the establishment of the Company’s ethical values and standards;

- Balance of the demands of the business with those of the Company's stakeholders and ensure obligations to material stakeholder group (including shareholders) are met; and
- Review sustainability and climate change issues.

The Board adopted a set of ethical values and standards which establishes the fundamental principles of professional and ethical conduct expected of the Directors in the performance of their duties. It includes guidelines on matters relating to conflicts of interest. When an actual, potential or perceived conflict of interest arises, the concerned Director must disclose such interest, recuse himself or herself from discussions and decisions involving the matter, and abstain from voting on resolutions regarding the matter.

## 1.2 Directors' duties, induction, training and development

All Directors are aware of their fiduciary duties and are committed to exercising due care and diligence in making decisions and to objectively discharge their duties and responsibilities in the best interest of the Company. Aside from their statutory duties, the key roles of different classes of Directors are set out below:

- The Executive Directors, who are members of the Management, are involved in the day-to-day running of the Group's business operations. The Executive Directors work closely with the Independent Directors on the long-term sustainability and success of the Group. They provide insights and recommendations on the Group's operations at the Board and Board Committee meetings.
- Our Independent Directors do not participate in the Group's business operations and are deemed independent by the Board. They provide independent and objective advice and insights to the Board and the Management. They constructively challenge the Management on its decisions and contribute to the development of the Group's strategic goals and policies. They participate in the review of the Management's performance in achieving the strategic goals as well as the appointment, assessment and remuneration of the Executive Directors and the Executive Officers.

The Executive Directors are appointed by way of service agreements while the Independent Directors are appointed by way of letters of appointment. The duties and responsibilities of the Directors are clearly set out in these service agreements and letters of appointment respectively.

New Directors appointed to the Board are briefed by the Chairman, as well as Chairmen of the Board Committees on issues relevant to the Board and Board Committees. A new Director would be provided an induction pack on the Group's industry, business, organisational structure and strategic plans and objectives. Terms of reference of the Board Committees, the Enterprise Risk Management Manual and all relevant policies and procedural guidelines would also be provided.

It is a requirement under Rule 406(3)(a) of the Catalist Rules for first-time appointees on boards of public listed companies in Singapore to attend the prescribe training under Practice Note 4D of the Catalist Rules. Mr. Yek Boon Seng ("**Mr. Yek**") was appointed to the Board on 15 March 2025 and has attended the necessary training on the roles and responsibilities of a director of a listed issuer as prescribed by the Singapore Exchange within one year from his appointment date.

Orientation for new Directors includes meetings with various key executives of the Management and visits to the Company's corporate office to familiarise themselves with the operations. Management will also brief the new Director on the Group's strategic direction, business activities, key business risks, governance practices, statutory and other duties and responsibilities as Director.

On an ongoing basis, Directors were provided with updates on changes in laws and regulations, including the Companies Act 1967 of Singapore ("**Companies Act**"), the Catalist Rules and the Code of Corporate Governance and the Singapore Exchange which are relevant to the Group. The external auditors regularly update the Audit Committee and the Board on the developments in the Singapore Financial Reporting Standards (International) ("**SFRS(I)**") which are applicable to the Group. Changes to regulations and accounting standards are monitored closely by the Management. In addition, the Management regularly updates and familiarises the Directors on the business activities of the Group during Board and Board Committee meetings.

Directors have also attended courses, training and development programmes organised by the following establishments:

Establishment	Raymond Lam Kuo Wei	Raja Hayat	Chan Cheng Fei	Eddie Foo Toon Ee	Yek Boon Seng
Accounting and Corporate Regulatory Authority	✓				
Aon Singapore Pte. Ltd.			✓		
Chartered Secretaries Institute of Singapore	✓				
CPA Australia				✓	
CFA Institute				✓	
Ernst and Young Singapore				✓	
Institute of Singapore Chartered Accountants			✓	✓	✓
Law Society of Singapore	✓				
Monetary Authority of Singapore			✓		
NTUC Learning Hub					✓
Right Impact Pte Ltd		✓	✓		
SAC Capital Ltd	✓				✓
SAP Asia Pte Ltd.			✓		
Singapore Academy of Law	✓				
Singapore Exchange Limited / SGX Reg Co	✓	✓	✓		
Singapore Fund Directors Association					✓
Singapore Institute of Directors	✓	✓		✓	
State Courts of Singapore	✓				
Times Software Pte Ltd			✓		
Winspire Solutions Pte. Ltd.			✓		
Wealtra by Hubbis					✓

The Nominating Committee evaluates the individual Director's competencies and recommends to the Board on training and development programmes for each Director. Our Directors are also encouraged to attend relevant seminars and training programmes to enhance their skills and knowledge, the expenses of which will be borne by the Company.

### 1.3 Matters requiring Board's approval

Although the day-to-day management of the Company is delegated to the Executive Directors, there are matters which are required to be decided by the Board as a whole including, but not limited to, the following:

- Appointment and compensation for executive officers;
- Board committees and executive officers' succession plans;
- Changes in auditors, company secretary and legal advisor;
- Changes to capital structure or corporate structure;
- Crisis management framework;
- Dividend policy and payout (including recommendation or declaration of dividend);
- Group financial reporting, internal controls and risk management frameworks;
- Group's annual budget and plans, financial statements (interim and full year), annual reports, circulars to shareholders and announcements;
- Material acquisitions and disposals of investments;
- Material capital expenditure;
- Material Group policies;
- Group's strategic plans;
- Group's risk appetite and risk tolerance for different category of risks as well as counter measures for management of material risks;
- Interested person transactions;
- Issuance of guarantees and charge on assets;
- Issuance of new shares;

- Recommendation of Directors' fees; and
- Sustainability and climate change issues.

Important matters are decided subject to the recommendation by the respective Board Committees. Matters which the Board considers suitable for delegation to a Board Committee are contained in the terms of reference of the respective Board Committees.

#### 1.4 Board Committees

Board Committees, namely the Audit Committee (“**AC**”), Nominating Committee (“**NC**”) and Remuneration Committee (“**RC**”), have been established to assist the Board. No Risk Committee was established as the responsibility continues to reside with the Board. Each Board Committee has its own terms of reference, setting out the composition, authorities and duties, which are approved by the Board. All Board Committees are chaired by an Independent Director. While these Board Committees are delegated with certain responsibilities, the responsibility for decisions relating to matters under the purview of the Board Committees ultimately lies with the entire Board.

The terms of reference of the respective Board Committees, which are reviewed by the Board on a regular basis, as well as other further information on the Board Committees can be found in the subsequent sections of this statement.

#### 1.5 Attendance and participation in Board and Board Committee Meetings

Board and Board Committee meetings are held regularly, with Board and AC meetings held at least twice a year and RC and NC meetings held at least once a year. Board and Board Committee meetings and Annual General Meetings are scheduled in advance to facilitate the Directors' attendance. Ad-hoc meetings will be convened when the Board's guidance or approval is required, outside of the scheduled Board meetings.

The number of Board and Board Committees meetings held during FY2025 and the attendances of the Directors at these meetings are set out below:

Names of Directors	Board Meeting		Board Committee Meeting					
			AC		NC		RC	
	Number of meetings Held <sup>(1)</sup>	Number of meetings Attended <sup>(1)</sup>	Number of meetings Held <sup>(2)</sup>	Number of meetings Attended <sup>(2)</sup>	Number of meetings Held	Number of meetings Attended	Number of meetings Held	Number of meetings Attended
Raymond Lam Kuo Wei	3	3	3	3	1	1	1	1
Raja Hayat	3	3	3	3 <sup>(3)</sup>	1	1 <sup>(3)</sup>	1	1 <sup>(3)</sup>
Chan Cheng Fei	3	3	3	3 <sup>(3)</sup>	1	1 <sup>(3)</sup>	1	1 <sup>(3)</sup>
Eddie Foo Toon Ee	3	3	3	3	1	1	1	1
Yek Boon Seng <sup>(4)</sup>	3	3 <sup>(5)</sup>	3	3 <sup>(5)</sup>	1	1 <sup>(5)</sup>	1	1 <sup>(5)</sup>
Chow Wai San <sup>(6)</sup>	3	2	3	2	1	1	1	1

##### Notes:

- (1) Includes 1 ad-hoc Board meeting
- (2) Includes 1 ad-hoc AC meeting
- (3) By invitation
- (4) Appointed on 15 March 2025
- (5) Attended 1 each of the Board, AC, NC and RC meetings by invitation
- (6) Retired on 28 April 2025

In accordance with the Company's Constitution, a Director who is unable to attend a Board meeting can still participate in the meeting via telephone conference, video conference or similar communication means whereby all persons participating can hear each other. Important matters concerning the Group can also be put to the Board and Board Committees for decision by way of written resolutions.

Our Directors have made a conscious effort to make themselves available and accessible to the Management for discussion and consultation outside the framework of formal meetings. Directors contribute by providing the Management with guidance and counsel on the strategic direction of the Company's plan, business and operations.

As a consequence, the contribution of our Directors goes beyond attendance at formal Board and Board Committees meetings. Attendance at formal meetings alone is not a fair reflection of the true value and substance of their invaluable contributions.

When a Director has multiple board representations, the NC also considers whether or not the Director is able to and has adequately carried 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. In support of their candidature for directorship or re-election, Directors are to provide the NC with details of their other commitments and an indication of the time involved.

The Board and the NC have established a guideline on the maximum number of listed company directorships and other principal commitments that each Director is allowed to hold and this guideline can be found under Section 4 of this statement.

#### **1.6 Complete, adequate and timely information to make informed decisions**

The Management recognises that relevant, complete and accurate information needs to be provided to the Directors prior to meetings and on an on-going basis to enable the Directors to make informed decisions and discharge their duties and responsibilities effectively and efficiently.

The Management provides members of the Board with periodic management accounts, as well as relevant background information relating to the matters that are discussed at the Board and Board Committees meetings. Such reports keep the Board informed of the Group's performance, financial position and prospects, and consist of the consolidated financial statements, major operational updates, background or updates on matters before the Board for decision or information. The Board is also provided with minutes of the previous Board meeting, and minutes of meetings of all Board Committees held. Detailed Board papers are sent out to the Directors at least seven (7) calendar days before the scheduled meetings so that the Directors may better understand the issues beforehand, allowing for more time at such meetings for questions that Directors may have.

Any additional materials or information requested by the Directors are promptly furnished. If necessary, employees who are able to explain and provide insights to the matters to be discussed are invited to make the appropriate presentation and answer any queries that the Directors may have.

In respect of the annual budget of the Group, material variance between budgeted results and actual results would be disclosed and explained by the Management at Board meetings.

The Management will also inform the Board of all significant events as and when they occur and circulate Board papers and supporting information on major transactions to facilitate a robust discussion before the transactions are entered into.

#### **1.7 Separate and independent access to Management, company secretary and external advisers; Appointment and removal of the company secretary**

The Board has separate and independent access to the Management, the company secretaries and external professionals, including our Sponsor, legal counsels and auditors.

The Management, together with the Company Secretary, are responsible for ensuring the Group's compliance with Board procedures and other applicable rules and regulations. The Management is responsible for day-to-day operations and administration of the Group and they are accountable to the Board.

The role of the company secretaries is clearly defined and includes:

- Attending all Board and Board Committees meetings and ensuring that meeting procedures are followed;
- Together with the Management, ensuring that the Company complies with all relevant requirements of the Companies Act and the Catalist Rules;
- Advising the Board on all corporate governance matters; and
- Assisting the Chairman of the Board and Chairman of each Board Committee in ensuring adequate and timely flow of information within the Board or the Board Committees and between the Management and the Board or the Board Committees.

The appointment and removal of the company secretaries are subject to the approval of the Board as a whole.

## 2.0 BOARD COMPOSITION AND GUIDANCE

*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 interest of the company.*

### 2.1 Independence of Director

### 2.2 Independent Directors make up a majority of the Board where the Chairman is not independent

As at the date of this statement, Mr. Raymond Lam Kuo Wei ("**Mr. Lam**"), the Chairman of the Board is independent. The Board comprises a total of five (5) Directors, of whom three (3) are considered independent. The independent element on the Board is strong and this enables the Board to exercise objective independent judgement on corporate affairs and provide the Management with a diverse and objective perspective on issues.

The independence of each Director is reviewed annually by the NC. Each Independent Director is required to complete a checklist annually to confirm his independence in accordance with the guidelines on independence set out in the 2018 Code and the Catalist Rules. An Independent Director shall immediately disclose to the NC any relationships or circumstances that could interfere, or be reasonably perceived to interfere, with the exercise of his independent business judgement in the best interests of the Company. The NC and the Board have reviewed and ascertained that all Independent Directors are independent according to the 2018 Code, its Practice Guidance and Rules 406(3)(d)(i) and 406(3)(d)(ii) of the Catalist Rules and noted that:

- (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;
  - (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; and
  - (iii) have not served as a director of the Company for an aggregate period of more than nine years.
- (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.

Mr. Lam was the Company Secretary of the Company from 23 April 2015 to 30 June 2021 during his employment as the Chief Executive Officer and Director of DrewCorp Services Pte Ltd ("**DrewCorp**") from 1 March 2015 to 30 June 2021. Mr. Lam has also been the Company Secretary of Asia Pulp & Paper Company Ltd ("**APP**"), an indirect controlling shareholder of the Company since 2016. Between 1 February 2022 and 15 January 2025, Mr. Lam was the Chief Operating Officer of Drew Network Asia and the Head of Business Development in Drew & Napier LLC ("**DN**").

Notwithstanding the above, Mr. Lam is considered independent as the NC and the Board has considered the following:

- (i) the total amount of fees paid by the Group to DrewCorp for corporate secretarial services during Mr. Lam's employment with DrewCorp did not exceed S\$50,000 over any financial year and is therefore consistent with Practice Guidance 2 of the 2018 Code;
- (ii) while Mr. Lam continues to hold the position of Company Secretary of APP, he receives a nominal fee that is not expected to compromise his independence;
- (iii) DN has provided intellectual property registration services to APP in FY2025 and the total fees paid was S\$8,295. DrewCorp has also provided corporate secretarial services to APP in FY2025 and the total fees paid was S\$16,927;
- (iv) save as disclosed, DrewCorp and DN did not provide any other services to the Group or to APP and its group of companies in FY2025;
- (v) he does not hold any shares in both DrewCorp and DN (the immediate holding company of DrewCorp);
- (vi) Mr. Lam has an obligation to disclose any engagement between APP and DN to the Board; and
- (vii) he would abstain from any deliberations and discussions in relation to the same.

### **2.3 Non-executive Directors make up a majority of the Board**

As at the date of this statement, Non-Executive Directors make up three (3) out of five (5) Board members and therefore constitute the majority.

### **2.4 Size and composition of the Board and Board Committees; Board diversity policy**

The Board has examined the size of the Board and the Board Committees and is of the view that it is an appropriate size for effective decision-making, considering the nature and scope of the Group's operations. No individual or small group of individuals dominate the Board's decision making. The Board and Board Committees comprise business leaders and professionals taking into account the scope and nature of the operations of the Group. The standing of the members of the Board in the business and professional communities, and with their combined business, management and professional experience, knowledge and expertise, provide the necessary core competencies to meet the Group's needs and to allow for diverse and objective perspectives on the Group's strategic direction and growth. The profiles of the Directors are set out in the "Board of Directors" section of the Annual Report 2025.

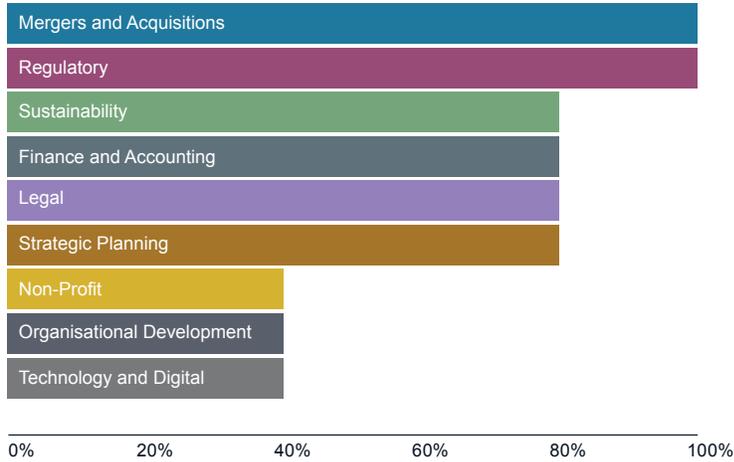
The Company recognises and embraces Board diversity as an essential element in supporting the achievement of business objectives and sustainable development in the ever-changing business environment. Together, the Directors are expected to bring with them in the context of the skills, experience, and knowledge which the Board as a whole requires to be effective. Directors must be allowed to apply their experience for the useful exchange of ideas and views. The Company believes that a diverse board will improve discussion and decision-making capability as all viewpoints will be considered before drawing a conclusion.

The benefits of Board diversity could only be harnessed if Directors adopt an independent mindset when carrying out their responsibilities. In order to gather and leverage on diverse perspectives, the Chairman of the Board strives to cultivate an inclusive environment where all Directors are able to speak up and participate in decision-making.

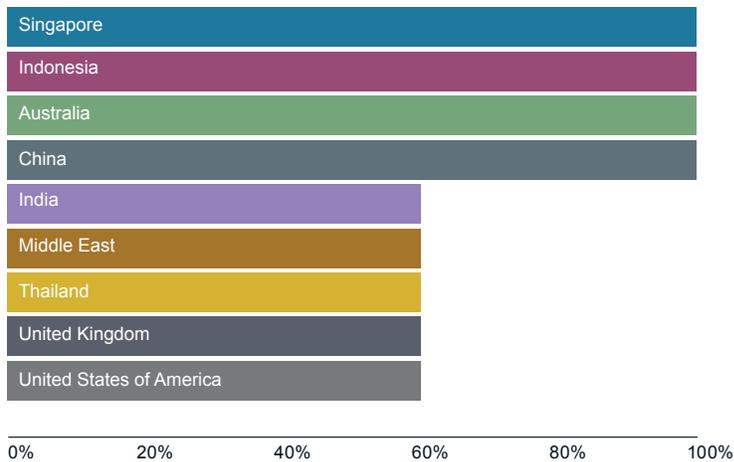
The Board has adopted a formal Board Diversity Policy which sets out the framework for promoting diversity on the Board. The objective of the Board Diversity Policy provides, *inter alia*, that when reviewing and assessing the composition of the Board and making recommendations to the Board for the appointment of Directors, the NC will consider all aspects of diversity in order to arrive at an optimal balanced composition of the Board. The final decision on the selection of Directors will be based on merit against objective criterias that complement and expand the skills and experience of the Board as a whole, and give due regard to the overall balance and effectiveness of a diverse Board.

While the Board acknowledges that gender and age are aspects of boardroom diversity, the Company's priority is to ensure that the Board is made up of an effective composite of competence, skills, knowledge and experience that will carry the Group towards the next phase of growth. Hence, all Board appointments will be based on merit, and candidates will be considered against objective criterias, in consideration of the benefits of a diverse Board. Further details on the targets and progress in relation to Board Diversity can be found in section 5.9 of the Sustainability Report.

Percentage of Board members with the following skills and experience:



Percentage of Board members with the following geographical experience:



#### Skills and experience diversity of the Board

The current Board comprises business leaders and professionals with diverse expertise, experience and backgrounds, including lifestyle stationery, commodity trading, technology, investment, finance, accounting and audit, legal, sustainability, and general management. Their geographical experience spans across Asia, Australia, Middle East, United Kingdom, and United States of America.

### 2.5 Independent Directors meet regularly without the presence of the Management

To facilitate a more effective check on the Management, the Independent Directors meet at least once a year with the internal and external auditors without the presence of the Management. The Independent Directors also communicate with each other from time to time without the presence of the Management to discuss the performance of the Management and any matters of concern 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. Feedback arising from such meetings or discussions is provided to the Board, as appropriate.

### 3.0 CHAIRMAN AND CHIEF EXECUTIVE OFFICER (“CEO”)

*There is a clear division of responsibility between the leadership of the Board and Management, and no one individual has unfettered powers of decision-making.*

#### 3.1 Chairman and CEO are separate persons

Mr. Lam holds the position as Independent Non-Executive Chairman of the Board while Mr. Raja Hayat (“**Mr. Hayat**”) holds the position of CEO. The Chairman and CEO are not related and the separation of the roles of the Chairman and the CEO ensures an appropriate balance of power, increased accountability and greater capacity of the Board for independent decision-making.

In addition, all major proposals and decisions made by the CEO are discussed with and reviewed by the Board. His performance and continued appointment to the Board will be reviewed periodically by the NC while his remuneration package will be reviewed periodically by the RC. With the existence of Board Committees imbued with the power and authority to perform key functions, the Board believes that there are sufficient strong and independent elements and adequate safeguards in place against an uneven concentration of power and authority in any single individual.

#### 3.2 Division of responsibilities between Chairman and CEO

The Chairman is responsible for leading the Board and ensuring the effectiveness of the Board, its Committees and individual Directors. The Chairman promotes a culture of openness and debate at the Board level and ensures that corporate information is adequately disseminated to all Directors on a timely manner to facilitate discussions at meetings. In addition, he encourages constructive relations within the Board and between the Board and the Management to facilitate effective contribution of all Directors. The Chairman also ensures effective communication with shareholders and other stakeholders. The Chairman is assisted by the Board Committees in ensuring compliance with the Company’s standards of corporate governance.

The CEO provides guidance to the Management on operational policies and activities. The CEO is responsible for the overall management of the Group and charting the corporate strategies for future growth with the support of the Management.

#### 3.3 Lead Independent Director

No lead independent director is appointed as the Chairman of the Board is independent.

### 4.0 BOARD MEMBERSHIP

*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.*

#### 4.1 NC to make recommendations to the Board on relevant matters

#### 4.2 Composition of NC

As at the date of this statement, the NC comprises three (3) Independent Directors, namely Mr. Yek (Chairman), Mr. Lam and Mr. Eddie Foo Toon Ee (“**Mr. Foo**”).

The NC defines and reviews the profiles of Board members, recommend appointments, re-nominations and retirement of Directors, assess Board succession plans, evaluate Directors’ independence and assist the Board in assessing the performance of the Board, its Committees and individual Directors. The NC’s responsibilities, as set out in its terms of reference, include, *inter alia*, the following:

- To develop and maintain a formal and transparent process for the appointment of new Directors and making recommendations to the Board on the appointment of new executive and non-executive Directors, including making recommendations on the composition of the Board generally and the balance between executive and non-executive Directors appointed to the Board;
- To regularly review the Board structure, size and composition and make recommendations to the Board with

regards to any adjustments that are deemed necessary, including the review of training and professional development programmes for the Board and its Directors;

- To determine the process and criteria for search, nomination, selection and appointment of new Board members and be responsible for assessing nominees or candidates for appointment or election to the Board, determining whether or not such nominee has the requisite qualifications and whether or not he/she is independent as well as to ensure that new Directors are aware of their duties and obligations and provides training where necessary;
- To review and make recommendations to the Board on relevant matters relating to the succession plans of the Board (in particular, the Chairman and CEO) and Executive Officer;
- To determine, upon appointment and subsequently on an annual basis, and as and when circumstances require, if a Director is independent;
- To ensure that all Directors must submit themselves for re-nomination and re-appointment at least once every three (3) years, and to recommend Directors who are retiring by rotation to be put forward for re-election;
- To decide whether or not a Director is able to and has been adequately carrying out his/her duties as a Director of the Company, particularly when he/she has multiple board representations;
- To recommend to the Board internal guidelines to address the competing time commitments faced by Directors who serve on multiple boards; and
- To be responsible for assessing the effectiveness of the Board as a whole and for assessing the effective contribution and commitment of each individual Director to the effectiveness of the Board.

#### **4.3 Process for the selection, appointment and re-appointment of Directors**

The NC conducts an annual review of the nomination of the relevant Directors for re-election and re-appointment, as well as the independence of Directors. The NC conducts an annual performance assessment of individual Directors. When considering the nomination of Directors for re-election and re-appointment, the NC takes into account their contributions to the effectiveness of the Board, the preparedness, participation and competing time commitment faced by Directors who are faced with multiple board representations. The NC, in assessing the performance of each individual Director, considers sufficient time and attention has been given by the Directors to the affairs of the Company.

The NC's criteria for the selection and appointment of new Directors is based on potential candidates' skills, knowledge and experience. The NC would conduct a review of the skills and experience that is needed of a potential candidate and thereafter actively seek out such potential nominees that can provide positive contributions in those areas to the Board by conducting external searches, including using headhunters and/or relying on personal and professional networks. The NC will take an active role in screening and interviewing potential candidates before assessing the candidate's suitability and recommending him/her for nomination to the Board. The NC will also consider the need to position and shape the Board in line with the evolving needs of the Company and the business. The Board retains the final discretion in appointing new Directors.

Regulation 154 of the Company's Constitution states that any Director so appointed by the Board shall hold office only until the next annual general meeting of the Company ("**AGM**") and shall then be eligible for re-election. No new director was appointed after the conclusion of last AGM.

In addition, Regulation 144 of the Company's Constitution states that at each AGM, one-third (or if their number is not three or a multiple of three, then the number nearest one-third) of the Directors for the time being, shall retire from office and that all Directors shall retire from office at least once in every three (3) years and such retiring Directors shall be eligible for re-election. Each member of the NC has abstained from voting on any resolutions in respect of the assessment of his performance or re-nomination as Director. Mr. Lam and Mr. Hayat are eligible for re-election at the forthcoming AGM to be held on 28 April 2026.

The NC recommended that Independent Director, Mr. Lam and Executive Director, Mr. Hayat be put forward for re-election at the forthcoming AGM. The Board accepted the recommendation, and being eligible, Mr. Lam and Mr. Hayat will be offering themselves for re-election at the forthcoming AGM. The NC had also conducted the following reviews and assessments:

- (a) reviewed Board meeting minutes to assess questions and voting actions of Mr. Lam;
- (b) reviewed the performance assessment on Mr. Lam done by the other Directors; and
- (c) Mr. Lam's declaration of independence.

In consideration of the above, the Board has determined that there are no known factors that affect Mr. Lam's ability to discharge his duties as Independent and Non-Executive Director. Mr. Lam was not involved in the deliberation of his continued appointment with the Board.

Adopting the same metrics (other than independence), the Board has also concluded that there are no known factors that affect Mr. Hayat's ability to discharge his duties as Executive Director and CEO. Mr. Hayat was not involved in the deliberation of his continued appointment with the Board.

The NC and the Board have recommended that the approval of the shareholders be sought through ordinary resolutions for the continuation of office of Mr. Lam as Independent Non-Executive Director, and Mr. Hayat as Executive Director of the Company.

The Board is of the opinion that it is in compliance with the new Catalist Rules, due to the following reasons:

- (a) the Chairman of the Board is an Independent Director;
- (b) majority of the Board are Non-Executive Directors; and
- (c) Independent Directors comprise more than one-third of the Board.

The details of the Directors seeking re-election as required under Rule 720(5) of the Catalist Rules are set out in the "Additional Information on Directors Seeking Re-election" section of this Annual Report.

#### **4.4 Circumstances affecting Director's independence**

As described under Board Composition and Guidance of this statement, the Company has put in place a process to ensure the continuous monitoring of the independence of the Directors. Each Independent Director is required to complete a checklist annually to confirm his independence. Further, an Independent Director shall immediately disclose to the NC any relationships or circumstances that could interfere, or be reasonably perceived to interfere, with the exercise of his independent business judgement in the best interests of the Company. The NC is of the view that the Independent Directors are independent. As at the date of this statement, there is no relationship or circumstance set forth in the Director independence section of this statement which puts the independence of the Independent Directors in question save as disclosed.

#### **4.5 Multiple listed company directorships and other principal commitments**

To ensure Directors devote sufficient time to and attention to the affairs of the Group, if a Director is holding a full-time commitment, the maximum number of directorships he may hold in listed companies is four (4) and if he is not holding a full-time commitment, the maximum number of directorships he may hold in listed companies is six (6).

In addition to the number of listed company directorships and other principal commitments, the NC also takes into account the results of the annual evaluation of each Director's effectiveness and the respective Directors' conduct at the Board and Board Committees meetings to determine whether the Director is able to discharge his duties diligently.

In respect of FY2025, notwithstanding that some of the Directors have multiple board representations, the NC was satisfied that where Directors had other listed company board representations and/or other principal commitments, all Directors were able to carry out and had been adequately carrying out their duties as Directors of the Company. The NC took into account attendance and contribution at Board and Board Committees meetings and ad-hoc discussions by each Director in deciding the capacity of the Directors. Currently, none of the Directors holds more than the stipulated maximum number of directorships in listed companies. Please refer to the "Board of Directors" section of the Annual Report 2025 for the listed company directorships and other principal commitments of the Directors.

No alternate Director has been appointed to the Board in the year under review.

#### **5.0 BOARD PERFORMANCE**

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

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5.2 **Assessment of effectiveness of the Board and Board Committees and assessing the contribution by each Director**

The NC has established a review process and proposed objective performance criteria set out in assessment checklists which are approved by the Board.

During the financial year, all Directors were requested to complete the Board Evaluation Questionnaire, Evaluation Questionnaire for each Board Committee and Individual Director Evaluation Checklist which are designed to seek their views on the various aspects of the Board, Board Committees and individual Director performance so as to assess the overall effectiveness of the Board. The completed evaluation forms were submitted to the Company Secretary for collation and the consolidated responses were presented to the NC for review before they were submitted to the Board for review and discussion to determine areas for improvement to enhance the Board's effectiveness. Following the review, the Board is of the view that the Board and its Board Committees operate effectively and each Director is contributing to the overall effectiveness of the Board. The Company did not engage an external facilitator in respect of the Board performance assessment process.

The performance criteria for the Board evaluation are in respect of Board size and composition, Board independence, Board processes, Board information and accountability.

Board's performance in relation to discharging its principal functions and Board Committees' performance in relation to discharging their responsibilities as set out in their respective terms of reference were assessed. Individual Directors' performance takes into consideration factors such as commitment of time for meetings, level of participation and contribution at such meetings and the technical knowledge of the Directors.

Where appropriate, the Board will review and make changes to the assessment forms to align with prevailing regulations and requirements. The performance criteria shall not be changed from year to year without justification. These assessments are carried out and overseen by the NC for each financial year to evaluate the effectiveness of the Board as a whole and recommendations based on these assessments would be tabled to the Board for discussion and/or adoption. The Chairman will act on the results of the performance evaluation and the recommendation of the NC, and where appropriate, in consultation with the NC, new members may be appointed or redesignation of Directors may be sought.

Each member of the NC shall abstain from deliberating and voting on any resolutions in respect of the assessment of his performance or re-nomination as Director.

## **REMUNERATION MATTERS**

### **6.0 PROCEDURES FOR DEVELOPING REMUNERATION POLICIES**

*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.*

### **6.1 RC to recommend remuneration framework and packages**

### **6.2 Composition of RC**

As at the date of this statement, the RC comprises three (3) Independent Directors, namely Mr. Lam (Chairman), Mr. Foo and Mr. Yek.

The RC develops the remuneration framework and oversees the compensation of the Board and Executive Officers. The RC's responsibilities, as set out in its terms of reference, include, *inter alia*, the following:

- To develop and maintain a formal and transparent policy for the determination of the remuneration packages of individual Director and Executive Officer;
- To review and recommend to the Board a framework of remuneration and to determine the specific remuneration packages and terms of employment for Directors, CEO (or equivalent), Executive Officer and employees related to Directors or controlling shareholders of the Group;
- As part of its review, to ensure, *inter alia*, that (i) all aspects of remuneration, decisions, including Directors' fees, salaries, allowances, bonuses, options, share-based incentives and awards, benefit-in-kind and termination payments should be covered, (ii) the remuneration packages should be comparable within the industry and comparable organisations and shall include a performance-related element coupled with appropriate and meaningful measures of assessing individual Directors' and Executive Officers' performance, and (iii) the Company's obligations arising in the event of termination of the Executive Directors' and Executive Officers' contracts of service, to ensure that such contracts of service contain fair and reasonable termination clauses which are not overly generous;
- In the case of Directors with service contracts, to determine the period of employment, after which they are subject to re-election or renewal of their service contracts, whichever is earlier, and to consider what compensation commitments the Directors' service contracts, if any, would entail in the event of early termination;
- To ensure all its recommendations to the Board should first be made in consultation with the CEO (or equivalent); and
- To seek appropriate expert advice in the field of executive compensation outside the Company on remuneration matters where necessary and if external advice is obtained, to review whether the remuneration consultant has any relationship with the Company that could affect his or her independence and objectivity.

The recommendations of the RC shall be submitted for endorsement by the Board. Each RC member shall abstain from reviewing, deliberating and voting on any resolution in respect of his remuneration package or that of any employees who are related to him.

### **6.3 RC to consider and ensure all aspects of remuneration are fair**

The RC is responsible for ensuring that a formal and transparent procedure is in place for developing policy on executive remuneration and for determining the remuneration packages of individual Director and Executive Officer with an aim to be fair and to avoid rewarding poor performance, before making any recommendation to the Board. It reviews the remuneration packages with the aim of building capable and committed management teams through competitive compensation and focused management and progression policies. The RC recommends for the Board's endorsement, a framework of remuneration which covers all aspects of remuneration decisions, including but not limited to Directors' fees, salaries, allowances, bonuses, share-based incentives and awards, benefits-in-kind, termination payments and specific remuneration package for each Director. In addition, the RC reviews the performance of the Group's Executive Officers taking into consideration the CEO's assessment and recommendation for remuneration and bonus.

Please refer to the section: "Level and Mix of Remuneration" in this statement for further details on the RC's consideration in determining the remuneration of the Directors and Executive Officers.

### **6.4 Expert advice on remuneration**

For FY2025, no consultant was engaged to provide advice on remuneration matters. Directors' fees for FY2026 will remain the same as FY2025.

## **7.0 LEVEL AND MIX OF REMUNERATION**

*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.*

## **7.1 Remuneration of Executive Directors and key management personnel are appropriately structured to encourage good stewardship and promote long-term success of the Company**

In determining the remuneration packages of the Executive Directors, the RC takes into consideration the remuneration and employment conditions within the same industry or comparable organisations as well as the Group's size and scope of operations. A significant and appropriate portion of the Executive Directors' remuneration shall include a performance-related element coupled with appropriate and meaningful measures of assessing individual Executive Directors' performance, including the review of the information on the relationships between remuneration, performance and value creation of the Company. Such performance-related remuneration takes into account the risk policies of the Company, is symmetric with risk outcomes and is sensitive to the time horizon of risks. In assessing the performance of the Executive Directors, the RC takes into the account the financial and operational performance of the Group as well as the management's execution and expansion growth and strategic objective of the Company.

Executive Directors do not receive Director's fees but are remunerated as members of the Management team. The remuneration packages of the Executive Directors comprise a basic salary component and a variable component which is the annual bonus based on the performance of the Group as a whole and their individual performance.

This is designed to align remuneration with the interests of shareholders and link rewards to corporate and individual performance so as to promote the long-term sustainability of the Group. The RC has the discretion not to award incentives in any year if an executive is involved in misconduct or fraud resulting in financial loss to the Company. The service contracts for Executive Directors do not contain onerous removal clauses.

Having reviewed and considered the variable component of the Executive Directors' remuneration, the RC is of the view that there is no requirement to institute contractual provisions to allow Company to reclaim incentive components of their remuneration paid in prior years in exceptional circumstances of misstatement of financial results, or of misconduct resulting in financial loss. The Company believes that there are alternative legal avenues to these specific contractual provisions that will enable the Company to recover financial losses arising from such exceptional events from the Executive Directors.

The Company does not offer any share-based compensation scheme or any long-term scheme involving the offer of shares or options to the Executive Directors and key management personnel. The RC may consider other forms of long-term incentive schemes for the Management when necessary.

## **7.2 Remuneration of Non-Executive Directors dependent on contribution, effort, time spent and responsibilities**

The Independent Directors are paid Directors' fees which take into consideration their contribution, effort, time spent and responsibilities. They are not overly remunerated 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 the AGM.

The Board concurred with the RC that the proposed Directors fees of S\$185,000 (equivalent to US\$145,000) for the year ending 31 December 2026 to be paid quarterly in arrears is appropriate. The 2026 Directors' fees are set out in Ordinary Resolution 4 of the Notice of AGM for approval by shareholders of the Company. Except as disclosed in the Annual Report 2025, the Independent Directors do not receive any remuneration from the Company.

The Company does not offer any share-based compensation scheme or any long-term scheme involving the offer of shares or options to Independent Directors.

## **8.0 DISCLOSURE ON REMUNERATION**

*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.*

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8.3 **Remuneration disclosures of Directors and key management personnel; Details of employee share schemes**

For FY2026, Directors' fees comprised a basic retainer fee and additional fee for appointment to Board Committees. The framework for determining the fees for Directors for FY2026 is the same as 31 December 2025 as follows:

**Directors' fees structure for the FY2025 and the proposed structure for financial year ending 31 December 2026 ("FY2026").**

	2025 Paid and accrued S\$ per annum	2026 Proposed S\$ per annum
<b>Basic Retainer Fee</b>		
Board Chairman <sup>^</sup>	47,000	47,000
Member	23,500	23,500
<b>Fees for Appointment to Audit Committee</b>		
Committee Chairman <sup>^^</sup>	19,000	19,000
Committee member	11,000	11,000
<b>Fees for Appointment to Nominating Committee</b>		
Committee Chairman <sup>^^</sup>	11,000	11,000
Committee member	7,000	7,000
<b>Fees for Appointment to Remuneration Committee</b>		
Committee Chairman <sup>^^</sup>	11,000	11,000
Committee member	7,000	7,000
<b>Directors' fees paid in FY2025</b>		<b>Directors' fees S\$</b>
Raymond Lam Kuo Wei		65,570
Eddie Foo Toon Ee		55,207
Yek Boon Seng <sup>(#)</sup>		38,360
Chow Wai San <sup>(##)</sup>		25,863
Total		<b>185,000</b>

**Note:**

<sup>^</sup> The basic retainer fee of the Board Chairman includes solely the Board Chairman fee.

<sup>^^</sup> The basic retainer fee of the Committee Chairman includes solely the Committee Chairman fee of the respective Committee.

<sup>#</sup> Appointed on 15 March 2025.

<sup>##</sup> Retired on 28 April 2025.

## Remuneration of executive directors paid in FY2025

	Fixed Remuneration <sup>(1)</sup>	Variable Bonus <sup>(2)</sup>	Total <sup>(3)</sup>
	S\$	S\$	S\$
Raja Hayat	326,676	36,761	363,437
Chan Cheng Fei	268,366	30,150	298,516

### Notes:

- (1) Fixed remuneration includes the Central Provident Fund contributed by the Company, when applicable, paid in FY2025.
- (2) Variable Bonus comprises of Performance Bonus and the Central Provident Fund which varies according to the actual achievement against Group, business unit and individual performance objectives paid in FY2025 relating to FY2024 performance.
- (3) Total includes Fixed Remuneration and Variable Bonus.

## Remuneration of other key management personnel paid in FY2025

Remuneration bands	Fixed Remuneration <sup>(4)</sup>	Variable Bonus <sup>(5)</sup>	Total <sup>(6)</sup>
	%	%	%
<b>Below S\$250,000</b>			
Koshu Raghunandan	93	7	100
Kelvin Lee	93	7	100
Yeo Chin Foon <sup>(7)</sup>	100	–	100
Tony Barr <sup>(8)</sup>	100	–	100

### Notes

- (4) Fixed Remuneration includes the Central Provident Fund or Superannuation contributed by the respective business units, if applicable, paid in FY2025.
- (5) Variable Bonus comprises of Performance Bonus and the Central Provident Fund contributed by the respective business units which vary according to the actual achievement against Group, business unit and individual performance objectives paid in FY2025 relating to FY2024 performance.
- (6) Total includes Fixed Remuneration and Variable Bonus.
- (7) Joined on 3 March 2025.
- (8) Resigned on 31 January 2025.

The Board is of the view that the level of disclosure is consistent with the intent of transparency on the Company's policies taking into account evolving industry trends and forces, competition for talent recruitment and retention. In addition, full disclosure in aggregate of the total remuneration paid to the above key management personnel would not be in the interest of the Company as such information is confidential and sensitive, may be exploited by competitors and the importance of maintaining the cohesion and spirit of teamwork prevailing among senior management executives of the Group. The total remuneration paid to the top 4 key management personnel of the Group (who are not Directors or the CEO of the Company) in FY2025 amounted to S\$562,000 (equivalent to approximately US\$430,000).

## 8.2 Remuneration disclosure of related employees

None of the Directors, key management personnel and employees were substantial shareholders of the Company in FY2025. There is no employee who is the immediate family member of a Director, the CEO or a substantial shareholder of the Company, whose remuneration exceeded S\$100,000 (equivalent to approximately US\$77,000) in FY2025.

## ACCOUNTABILITY AND AUDIT

### 9.0 RISK MANAGEMENT AND INTERNAL CONTROLS

*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.*

#### 9.1 Board determines the nature and extend of significance risks

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

The following are key components of the ERM programme of the Group:

- **Risk Management Manual**  
The overall framework for risk management has been documented in a manual and disseminated to personnel responsible for oversight of risks and operations of risk countermeasures. This ERM manual includes the terms of reference of the various personnel and committees responsible for monitoring and managing risks in the Group. The ERM process will also require ongoing identification of risks and whether appropriate measures have been taken to address relevant risks.
- **Risk Appetite of the Company**  
The Group has assessed its tolerance to various risk events as they emerge. Generally, the Group will rely on Management to monitor day-to-day operations while subjecting key corporate decisions, such as investments or acquisitions of businesses to Board approval. The Company has also taken a strict stance towards avoiding any risks that might result in breaching relevant laws and regulations and risks that could adversely affect the reputation of the Group.
- **Risk Assessment and Monitoring**  
Based on the ERM framework, the nature and extent of risks to the Group will be assessed regularly and risk reports covering top risks to the Group will be submitted to the Board and the AC at least on a yearly basis. A set of risk registers has been developed to document the various risks faced by the Group, measures in place to address them and who the risk owners are.

By identifying and managing risks through this ERM programme, the Group should be able to make more informed and collective decisions and benefit from a better balance between risk and reward. This can help protect and also create shareholders’ value. As part of the programme, Management will also have more structured review processes as new risks emerge so as to be cognisant of the potential impact from such new risks and to undertake meaningful measures to address them.

The AC, with the assistance of the internal and external auditors, annually reviews the adequacy and effectiveness of the Group’s risk management and internal control systems, including financial, operational, compliance and information technology controls. This helps to ensure that safeguards, checks and balances are put in place to prevent any conflicts of interests or any weakening of internal controls. Any material non-compliance or failures in internal controls and recommendations for improvements are reported to the AC. The AC also reviews the effectiveness of the actions taken by the Management on the recommendations made by the internal and external auditors in this respect.

#### 9.2 Assurance from CEO, CFO and other key management personnel

The internal auditor, BDO Advisory Pte Ltd, has carried out internal audit on the system of internal controls and reported the findings to the AC. The external auditor, Crowe Horwath First Trust LLP (“**CHFT**”), has also, in the course of their statutory audit, gained an understanding of the key internal accounting controls assessed to be relevant to the statutory audit. In this respect, the AC has reviewed the findings of both the internal and external auditors and will ensure that the

Company follows up on the auditors' recommendations raised during the audit processes. No material internal control weakness had been raised by our internal and external auditors in the course of their audits for FY2025.

The Board received assurance from the CEO and the 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. In addition, the Board received assurance from the CEO and the CFO that the Company's risk management and internal control systems are adequate and effective.

Based on the ERM framework established, reviews carried out by the AC, work performed by the internal and external auditors and assurance from the Management referred to in the preceding paragraphs, the Board, with the concurrence of the AC, is satisfied that the system of internal controls (including financial, operational, compliance and information technology controls) and risk management systems in place are adequate and effective as at 31 December 2025.

The Board notes that no system of internal controls could provide absolute assurance against the occurrence of material errors, poor judgement in decision making, human errors, losses, fraud or other irregularities. As such, the Company's risk management and internal controls systems are regularly evaluated and improved to ensure its relevance to the Company's operations.

## **10.0 AUDIT COMMITTEE**

*The Board has an Audit Committee ("AC") which discharge its duties objectively.*

### **10.1 Duties of AC**

### **10.2 Composition of AC**

### **10.3 AC does not comprise former partners or directors of the Company's auditing firm**

As at the date of this statement, the AC comprises three (3) Independent Directors, namely Mr. Foo (Chairman), Mr. Lam and Mr. Yek.

All members of the AC are appropriately qualified and have relevant accounting or related financial management expertise and experience. They are not former partners or directors of the Company's auditing firm.

The AC supports the Board in fulfilling its statutory and other responsibilities concerning internal controls and the management of financial, operational, compliance and information risk. The AC's duties and responsibilities, as set out in its terms of reference, include, *inter alia*, the following:

- To review the audit plan of the external and internal auditors of the Company, and their reports arising from the audit;
- To ensure the adequacy of the assistance and cooperation given by the Management to the external and internal auditors;
- To review the financial statements of the Company and the consolidated financial statements of the Group;
- To review the half yearly and annual announcements of the results of the Group;
- To review at least annually the effectiveness and adequacy of the Company's internal controls in addressing the financial, operational, compliance and information technology risks;
- To review the Group's risk management structure and any oversight of our risk management processes and activities to mitigate risk at acceptable levels determined by the Board;
- To review the external auditors' audit report, their management letter (if any) and management's response on internal control;
- To discuss problems and concerns, if any, arising from the internal and external audits, and any matters which the auditors may wish to discuss (in the absence of management, where necessary);
- To review and discuss with the external and internal auditors, any suspected fraud or irregularity, or suspected infringement of any Singapore law, rules and regulations, which has or is likely to have a material impact on the Company's operating results or financial position, and the Management's response;
- To report to the Board on its findings from time to time on matters arising and requiring the attention of the AC;
- To review the mandated interested person transactions and mandated list of interested persons to ensure that the current procedures for monitoring of interested party transactions have been complied with;
- To review the adequacy and effectiveness of internal audit function, at least annually;

- To review the independence of the external auditors annually, making recommendation to the Board the appointment/re-appointment of the external and internal auditors, the audit fee and matters relating to the resignation or dismissal of the auditors;
- To review the assurance provided by the CEO and the CFO that the financial records have been properly maintained, and that the financial statements give a true and fair view of the Company's operations and finances;
- To review sustainability and climate change issues; and
- To undertake such other reviews and projects as may be requested by the Board.

The AC is also responsible for 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 as well as to ensuring that the Company publicly discloses, and clearly communicates to employees, the existence of a whistleblowing policy and procedures for raising such concerns. The AC has explicit authority to conduct or authorise investigations into any aspect of the Group's financial affairs, audits and exposure to risks of a regulatory or legal nature, with full access to records, resources and personnel, to enable it to discharge its function properly. The AC has full access to and cooperation of the Management, and has full discretion to invite any Executive Director to attend its meetings. Management is invited to attend all meetings of the AC. Reasonable resources were made available to the AC to enable it to discharge its functions properly.

The external and internal auditors have unrestricted access to the AC. The meetings with external auditors will include a review of the Group's financial statements, the internal control procedures, prospects of the Group and the independence of the external auditor.

When there are changes to the various accounting standards that has an important bearing on the Company's disclosure obligations, the Directors are kept informed of such changes from time to time through circulation of the relevant changes which are also tabled during the Board meetings. The external auditors also provide periodic updates and briefings to the AC on changes or amendments to accounting standards to enable the AC to keep abreast of such changes and its corresponding impact on the financial statements, if any.

The AC has reviewed the adequacy of and effectiveness of the Group's risk management system and key internal controls that address financial, operational, compliance and information technology risks, with the assistance of the internal and external auditors as well as the management, who provide regular reports during the financial year to the AC in addition to the briefings and updates provided at the AC meetings. The AC also conducted a review of the Group's interested person transactions.

The aggregate audit fees paid and payable to the external auditors, CHFT for FY2025 amounted approximately to S\$124,000 (equivalent to US\$95,000). Non-audit services provided by CHFT relating to tax services for FY2025 amounted to S\$11,400 (equivalent to US\$9,000). The AC, having reviewed all non-audit services provided by CHFT, is satisfied that the nature and extent of such services would not prejudice the independence and objectivity of the external auditors and recommends to the Board, the nomination of the external auditors for re-appointment.

CHFT is an accounting firm registered with the Accounting and Corporate Regulatory Authority. The AC is satisfied that CHFT is able to meet its audit obligation, having considered that CHFT has adequate resources and the audit engagement team (including the audit engagement partner) has the relevant experience. In this connection, the Group confirms that it is in compliance with Rules 712 and 715 of the Catalist Rules.

In recommending the re-appointment of CHFT as the external auditor for the financial year ending 31 December 2025 to the Board, the AC considered the adequacy of their resources, training and quality control, experience of the engagement team and the firm as a whole and quality of work carried out by the external auditor.

The Board has recommended the nomination of CHFT for re-appointment as external auditors of the Company at the forthcoming AGM.

#### **10.4 Primary reporting line of the internal audit function is to AC; Internal audit function has unfettered access to Company's documents, records, properties and personnel**

The Company recognises the importance of the internal audit function as an integral part of an effective system of good corporate governance. The AC reviews, on an annual basis, the adequacy and effectiveness of the internal audit ("IA") function of the Group.

The AC approves the hiring, removal and evaluation and compensation of the internal auditors. For FY2025, the Company has outsourced its IA function to a professional service firm, BDO Advisory Pte Ltd, which is independent of the Group's business activities. The internal auditors report primarily to the AC Chairman and report administratively to the CFO. The internal auditors have unrestricted access to the documents, records, properties and personnel of the Company and the Group. The AC is satisfied that the IA function has adequate resources to perform its function effectively, has appropriate standing within the Company and is independent of the activities it audits.

BDO Advisory Pte Ltd is a well-established firm with vast experience in internal audit services. The engagement partner in-charge has more than 19 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, IT or Business graduates, Association of Chartered Certified Accountants graduates and many possess relevant professional certifications such as Chartered Accountant (Singapore), Certified Public Accountant, Certified Internal Auditors and Certified Information Systems Auditor. The AC has assessed and is satisfied that the IA function of the Group is independent, adequately resourced to perform its function effectively and is staffed by qualified and experienced professionals with the relevant experience. Accordingly, the Company is in compliance with Rule 1204(10C) of the Catalist Rules.

The internal auditors conduct their work in accordance with the BDO Global IA methodology which is consistent with the Global Internal Audit Standards established by the Institute of Internal Auditors. The annual audit conducted by the internal auditors assesses the adequacy and effectiveness of the Group's internal control procedures and provides reasonable assurance to the AC that the Group's risk management, controls and governance processes are adequate and effective.

The IA function plans its internal audit schedules in consultation with, but independent of the Management. The audit plan is submitted to the AC for approval prior to the commencement of the internal audits. In addition, the AC works closely with the relevant Management Personnel to ensure that the internal controls are being addressed. Key processes including Cash Management, Human Resource Management and Payroll Processing, Revenue and Receivables, Inventory Management, Procurement and Payments, Interested Person Transactions and IT general controls, of the Company were reviewed by the internal auditor in FY2025. The related internal audit report, including the Management's responses and implementation status of previous internal audit recommendations, have been reviewed and approved by the AC and a summary of internal audit findings was also presented at an AC meeting. No high-risk weaknesses were identified based on the work done in FY2025.

#### **10.5 AC meets with the auditors without the presence of Management annually**

The AC met three (3) times in FY2025. In performing its functions, apart from the two (2) formal and one (1) ad-hoc meeting, the AC also met with the external and internal auditors once during the financial year without the presence of the Management.

## SIGNIFICANT ACCOUNTING MATTERS

In the review of the financial statements for FY2025, the AC has discussed with the Management the significant accounting principles that were applied and their judgement of items that might affect the accuracy and completeness of the financial statements.

The following key audit matter, which is included in the independent auditors' report for FY2025, was discussed with the Management and the external auditor and was reviewed by the AC:

Key Audit Matter	How the matter was addressed by the AC
Completeness of pulp trading revenue recognition	<p>Revenue from pulp trading amounted to approximately US\$86.4 million, accounting for 87% of the Group's total revenue for FY2025.</p> <p>Pulp trading is the largest contributor to the revenue for the Group in the recent years. As such, the completeness and accuracy of the reported pulp trading revenue will have a significant impact on the financial statements. Having consulted with the internal and external auditors in respect of, <i>inter alia</i>, the applicable accounting standard and its application, the works performed by both auditors, review of the relevant controls and sample testing results in relation to the completeness of pulp trading revenue recognition, as well as having discussed with Management, the AC was satisfied that correct accounting treatment has been adopted and consistently applied in the financial statements to ensure completeness and accuracy of reported pulp trading revenue and the relevant controls are deemed satisfactory. Based on the recommendations by the AC, the Board has approved the audited financial statements on 31 March 2026.</p>

## WHISTLEBLOWING CHANNELS

The Group is committed to a high standard of ethical conduct and adopts a zero-tolerance approach to fraud and corruption. It undertakes to investigate complaints of alleged wrongful acts, including suspected fraud and corruption, in an objective manner. As such, the Company has put in place a whistleblowing policy. In order to promote an environment conducive to employees to raise or report genuine concerns about possible improprieties in matters of business activities, financial reporting or other matters they may encounter in confidence and without fear of retaliatory action, all whistleblowing reports, shall be received by AC Chairman, who will conduct an initial review of the report received and recommend the remedial, disciplinary or other action to be taken by the Company. All investigations shall be reported to the AC for their attention and further action as necessary.

All employees who make a disclosure or raise a concern in accordance with such policy shall be protected if such employee:

- (a) discloses the information in good faith;
- (b) has reasonable grounds to believe disclosure or concern is substantially true;
- (c) does not act maliciously; and
- (d) does not seek any personal or financial gain.

While employees are strongly encouraged to disclose their identity when lodging complaints, efforts will be made to ensure confidentiality as far as reasonably practicable. Furthermore, anonymous complaints will not be disregarded and will be considered by the Independent Directors. The contact details of the Independent Directors have been made known to the employees for the purposes of raising their concerns under the whistleblowing policy. The Company has policies and procedures to protect an employee who reveals illegal or unethical behaviour from retaliation.

On an ongoing basis, the whistleblowing policy (including the procedures for raising concerns) is covered during the employee training and periodic communication to employee as part of the Group's efforts to promote awareness of fraud and corruption control.

The whistleblowing policy is available on the corporate website: <https://www.nippecraft.com.sg> and is accessible to all stakeholders.

The AC Chairman can also be contacted directly via the following email address: [AC\\_Chairman@nippecraft.com.sg](mailto:AC_Chairman@nippecraft.com.sg).

There was no whistleblowing report received via the whistleblowing channels in FY2025.

## **SHAREHOLDER RIGHTS AND ENGAGEMENT**

### **11.0 SHAREHOLDER RIGHTS AND CONDUCT OF GENERAL MEETINGS**

*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.*

#### **11.1 Company provides shareholders with the opportunity to participate effectively and vote at general meetings**

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

The Company encourages active shareholder participation at its general meetings. Notices of meetings are given to all shareholders together with explanatory notes or a circular on items of special business, at least fourteen (14) clear days (for ordinary resolutions) or at least twenty-one (21) clear days (for special resolutions) before the meeting. Reports or circulars of the general meetings are despatched to all shareholders via SGXNet.

All shareholders are entitled to vote in accordance with the established voting rules and procedures. The rules, including the voting process, will be explained by the scrutineers at such general meetings. The Company's Constitution permits a shareholder to appoint up to two (2) proxies to attend and vote in his stead at these meetings. Furthermore, the Company allows corporations which provide nominee or custodial services to appoint more than two (2) proxies to attend and vote on their behalf at general meetings. The Company will put all resolutions to vote by poll and make an announcement of the detailed results showing the number of votes cast for and against each resolution and the respective percentages. The Company will employ electronic polling, if necessary.

#### **11.2 Separate resolution on each substantially separate issue**

Shareholders are invited to attend general meetings and put forth any questions by submitting questions in advance in relation to the resolutions set out in the Notices they may have on the motions to be decided upon. Resolutions at general meetings are on each substantially separate issue. All the resolutions at the general meetings are single item resolutions. The Company avoids 'bundling' resolutions unless the resolutions are interdependent and linked so as to form one significant proposal. In situations where resolutions are inter-conditional, the Company will provide clear explanations.

#### **11.3 All Directors attend general meetings**

The Board welcomes the views of shareholders on matters affecting the Company, whether at shareholders' meetings or on an ad-hoc basis. All the Directors, including the Chairmen of various Board Committees and Executive Directors, are normally available at the general meetings to answer those queries and receive feedback from shareholders. The external auditors are also usually present to assist the Directors in addressing any relevant queries by shareholders. All Directors attended the general meeting held on 28 April 2025.

#### **11.4 Company's Constitution allow for absentia voting by shareholders**

Voting in absentia and by electronic mail may only be possible following careful study to ensure integrity of the information and authentication of the identity of shareholder through the web is not compromised and is also subject to legislative amendment to recognise electronic voting.

#### **11.5 Minutes of general meetings are published on the Company's corporate website as soon as practicable**

The Company Secretary prepares minutes of general meetings which incorporate substantial comments or queries from shareholders and responses from the Board and the Management. The minutes will be made available within one (1) month from the date of the general meetings.

#### **11.6 Dividend policy**

The Company does not have a formal dividend policy. While this would mean that its practice varies from Provision 11.6 of the 2018 Code which implies that companies should have a dividend policy, the Company is of the view that the following disclosure would constitute a balanced and understandable assessment of its position on a dividend policy, and that this practice is consistent with the intent of Principle 11 of the 2018 Code.

The form, frequency and amount of dividends declared each year will take into consideration the Group's profit growth, cash position, positive cash flow generated from operations, projected capital requirements for business growth and other relevant factors as the Board may be deemed appropriate.

In accordance to its Constitution and the Companies Act, the Company may, by ordinary resolution of shareholders, declare dividends out of profits at a general meeting, but may not pay dividends in excess of the amount recommended by the Directors. The declaration and payment of dividends will be determined at the sole discretion of the Directors subject to the approval of the shareholders. The Directors may also declare an interim dividend out of profits without the approval of the shareholders. No dividends have been declared for FY2025 as the Group wants to conserve financial resources in order to meet the various challenges in the foreseeable future including challenges posed by the global economic environment.

#### **12.0 ENGAGEMENT WITH SHAREHOLDERS**

*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.*

#### **12.1 Company provides avenues for communication between the Board and shareholders and discloses steps taken to solicit and understand the views of shareholders**

The Company is firmly committed to corporate governance and transparency by disclosing to its stakeholders, including its shareholders, as much relevant information as reasonably possible, fair and transparent manner as well as to hearing its shareholders' views and addressing their concerns. All material information on the performance and development of the Group and of the Company is disclosed in an accurate, comprehensive and timely manner through SGXNet. The Company does not practice selective disclosure of material information.

Material information is excluded from briefings with investors or analysts, unless it has been publicly released either before or concurrently with such meetings. Communication to shareholders is normally made through:

- (a) annual reports that are prepared and issued to all shareholders;
- (b) financial results containing a summary of the financial information and affairs of the Group for the period;
- (c) notices and explanatory memoranda for AGM and other general meetings;
- (d) other announcements on SGXNet; and
- (e) the corporate website at <https://www.nippecraft.com.sg> at which shareholders can access information of the Group.

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### 12.3 **Company has in place an investor relations policy; Investor relations policy sets out mechanism of communication between the shareholders and the Company**

In addition to general meetings, the Company uses mainly the SGXNet to disseminate information to the shareholders and investment community on a timely, accurate, fair and transparent basis.

When the opportunity arises, the Management will also meet with investors, analysts and the media as well as participate in investor relations activities to solicit and understand the views of the investment community.

Shareholders and the investment community can contact the Company by telephone at +65 6262 2662 or email us at: [investors@nippecraft.com.sg](mailto:investors@nippecraft.com.sg) to address their queries, concerns and feedback.

## **MANAGING STAKEHOLDERS RELATIONSHIPS**

### **13 ENGAGEMENT WITH STAKEHOLDERS**

*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.*

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#### 13.2 **Engagement with material stakeholder groups**

The Company takes pride in meeting and exceeding the expectations of our stakeholders. Our engagement with material stakeholder groups, including key areas of focus and engagement channels, are disclosed in the latest Sustainability Report. Please refer to the "Sustainability Report" for more information.

The Group seizes opportunities to engage our stakeholders and welcomes feedback on our sustainability reports. The Company's sustainability team can be contacted via email at: [sustainability@nippecraft.com.sg](mailto:sustainability@nippecraft.com.sg).

#### 13.3 **Corporate website to engage stakeholders**

Stakeholders who wish to know more about the Group and our business and governance practices can visit our corporate website: <https://www.nippecraft.com.sg>.

## **DEALINGS IN SECURITIES**

In line with Rule 1204(19) of the Catalist Rules, the Group has issued a policy on share dealings by Directors and key officers of the Company, setting out the implications of insider trading and recommendations of the best practices set out in Rule 1204(19). The Group adopts a code of conduct to provide guidance to its Directors and officers with regard to dealing in the Company's shares, which includes an annual declaration by the Company's Directors and officers with regard to securities trading and disclosure by the Company's Directors and officers when they deal in the Company's shares.

The Group also issues periodic circulars to its Directors, officers and employees reminding them that the issuer and its officers must not have dealings in the Company's shares:

- (a) on short-term considerations;
- (b) during the period commencing one (1) month before the announcement of the Company's half yearly or full year financial results, as the case may be; and
- (c) if they are in possession of unpublished material price sensitive information.

During the year under review, there was no known trading of the Company's shares by insiders.

## INTERESTED PERSON TRANSACTIONS

The Company has adopted an internal policy in respect of any transaction with interested persons and has set out the procedures for identification, monitoring, reviewing and approving the Company's interested person transactions ("IPT") to ensure that the relevant rules in Chapter 9 of the Catalist Rules are complied with.

The Company has adopted a general mandate in respect of IPT ("IPT Mandate") which has been effective since 24 October 2017, and renewed at the AGM held on 28 April 2025. The Company has established procedures to ensure that all IPT are reported in a timely manner to the AC, and that the IPT are carried out on normal commercial terms and will not be prejudicial to the interests of the Company and its minority shareholders. The Company will seek renewal of the IPT Mandate at the forthcoming AGM and further information is set out in the Appendix to the Annual Report 2025.

The aggregate value of IPT during FY2025 was as follows:

Name of interested person and nature of transactions	Nature of relationship	Aggregate value of all IPT during the financial period under review (excluding transactions less than S\$100,000)	
		Not conducted under shareholders' mandate pursuant to Rule 920 of the Catalist Rules US\$'000	Conducted under shareholders' mandate pursuant to Rule 920 of the Catalist Rules US\$'000
<u>Purchases</u>			
PT Pabrik Kertas Tjiwi Kimia Tbk	APP Printing (Holding) Pte Ltd, an entity under the Asia Pulp and Paper ("APP") Group, holds 49% of the Company's shares and is deemed to be the controlling shareholder of the Company. PT Pabrik Kertas Tjiwi Kimia Tbk and Gold East Trading (Hong Kong) Limited are associated companies of the APP Group.	–	110
Gold East Trading (Hong Kong) Limited		–	3,978
Total		–	4,088

## MATERIAL CONTRACTS AND LOANS

The Company and its subsidiaries did not enter into any material contract (including loan) involving the interests of the CEO, Director or controlling shareholder, which is either subsisting as at end of FY2025 or if not then subsisting, entered into since the end of the previous financial year.

## SPONSORSHIP

With reference to Rule 1204(21) of the Catalist Rules, there was no non-sponsorship fees paid/payable to the Company's Sponsor, SAC Capital Private Limited, in FY2025.

### Additional information on Directors Seeking Re-election

Mr. Lam and Mr. Hayat are the Directors seeking re-election at the forthcoming Annual General Meeting of the Company to be convened on 28 April 2026 (“**AGM**”) (collectively, the “**Retiring Directors**” and each a “**Retiring Director**”).

Pursuant to Rule 720(5) of the Catalyst Rules, the information as set out in Appendix 7F to the Catalyst Rules relating to the Retiring Directors is set out below and to be read in conjunction with their respective biographies under the section entitled “Board of Directors”.

Name of Director seeking Re-election	Raymond Lam Kuo Wei	Raja Hayat
Date of appointment	30 July 2021	1 January 2021
Date of last re-appointment	24 April 2023	30 April 2024
Age	49	54
Country of principal residence	Singapore	Singapore
The Board's comments on this appointment (including rationale, selection criteria, board diversity considerations, and the search and nomination process)	The Board having considered the qualifications and working experience of Mr. Lam as well as his contribution and performance during the financial year, has accepted the recommendation of the Nominating Committee and approved his re-appointment as an Independent Director, Chairman of the Board and Remuneration Committee and a member of the Audit Committee and Nominating Committee of the Company.	The Board having considered the skills, qualifications and working experience of Mr. Hayat, as well as his contribution and performance during the financial year, has accepted the recommendation of the Nominating Committee and approved his re-appointment as Executive Director of the Company.  Mr. Hayat will concurrently hold the position of Chief Executive Officer of the Company.
Whether appointment is executive, and if so, the area of responsibility	Non-executive	Executive Overall management of the Company.
Job title (e.g. Lead ID, AC Chairman, AC Member etc.)	Independent Director, Chairman of the Board and Remuneration Committee and a member of the Audit Committee and the Nominating Committee	Executive Director and Chief Executive Officer
Professional qualifications	Bachelor of Law, Hons National University of Singapore  Advocate & Solicitor, Supreme Court of Singapore  Solicitor, England and Wales  Fellow Chartered Secretaries Institution of Singapore  Notary Public & Commissioner for Oaths	General Cambridge Examination: Advance level

Name of Director seeking Re-election	Raymond Lam Kuo Wei	Raja Hayat
Working experience and occupation(s) during the past 10 years	Over 20 years of legal experience in corporate restructuring and insolvency	Mr. Hayat held the position of Chief Executive Officer since 1 March 2022 and the Managing Director of Collins Debden Limited since June 2017. His previous work experience was as follows: • March 2010 to June 2017 Divisional Director, Change Group
Shareholding interest in the listed issuer and its Subsidiaries	Nil	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	None	None
Conflict of interest (including any competing business)	None	None
Undertaking (in the format set out in Appendix 7H) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes
Other principal commitments*including directorship		
<i>*Excludes the working experience and occupation(s) as listed in the previous section</i>		
Past (for the last 5 years)	<ul style="list-style-type: none"> <li>• Drew Network Asia</li> <li>• Drew &amp; Napier LLC</li> <li>• Megaport (Singapore) Pte. Ltd.</li> <li>• Spring Star Pte. Ltd.</li> <li>• Udacity Asia Pacific Holdings Pte. Ltd.</li> <li>• APC Wind Power Pte. Ltd.</li> <li>• Hawley &amp; Hazel Chemical Company Singapore (Private) Limited</li> <li>• NT-Ware Asia Pte. Ltd.</li> <li>• Radio Frequency Systems (S) Pte Ltd</li> <li>• Blazenn Private Limited</li> <li>• LogicMonitor Asia Pacific Pte. Ltd.</li> <li>• APAC Bizinfo Pte Ltd</li> <li>• Sunstar Singapore Kyosai-Kai Limited</li> <li>• Silanna Semiconductor Singapore Pte. Ltd.</li> <li>• Silanna Asia Pte. Ltd.</li> </ul>	Nil

Name of Director seeking Re-election	Raymond Lam Kuo Wei	Raja Hayat
Past (for the last 5 years)	<ul style="list-style-type: none"> <li>• Silanna UV Technologies Pte. Ltd.</li> <li>• 8 Cross Street PADREF Investments Ltd.</li> <li>• Datastax Singapore Pte. Ltd.</li> <li>• KOP Surface Products Singapore Pte. Ltd.</li> <li>• Schweitzer Engineering Laboratories Southeast Asia Pte. Ltd.</li> <li>• K&amp;R Global Investments Private Limited.</li> <li>• Equities First Holdings Singapore Pte. Ltd.</li> <li>• New Relic Singapore Pte. Ltd.</li> <li>• Elasticsearch Pte Ltd.</li> <li>• STR Global Singapore Private Limited.</li> <li>• Eze Castle Integration Singapore Pte. Ltd.</li> <li>• Polus Tech Pte. Ltd.</li> <li>• Asia China Trading And Investment Pte. Ltd.</li> <li>• Lifeworks (Singapore) Pte. Ltd.</li> <li>• CT-Corp Investments Singapore Pte. Ltd.</li> <li>• Project Junior Pte. Ltd.</li> <li>• Pan Electrics Pte. Ltd.</li> <li>• Pan Poly Engineering Pte. Ltd.</li> <li>• Golden Lake Investment Private Limited.</li> <li>• Atlas Programmed Marine (Singapore) Pte. Ltd.</li> <li>• Eagle Constellation Fund (Class C) Pte Ltd.</li> <li>• Ridge88 Technologies Pte Ltd.</li> <li>• Finnegan (Singapore) Pte Ltd.</li> <li>• Roger Vivier Singapore Pte. Ltd.</li> <li>• Tod's Singapore Pte. Limited.</li> <li>• DrewCorp Services Pte Ltd.</li> <li>• OnPoint Holdings Pte Limited.</li> <li>• Metsovaara Pte. Ltd.</li> <li>• Global Ocean Trading Limited (HK).</li> <li>• Zap Fitness Holdings Pte. Ltd.</li> <li>• Pacific Transportation Services Pte Ltd.</li> <li>• Sengenics Corporation Pte Ltd.</li> <li>• Sengenics International Pte Ltd.</li> <li>• Maxmila Pte Ltd.</li> <li>• CFYC Holdings Pte. Ltd.</li> <li>• FLG Holdco 2 Pte Ltd.</li> </ul>	

Name of Director seeking Re-election	Raymond Lam Kuo Wei	Raja Hayat
Present	<ul style="list-style-type: none"> <li>• XMH Holdings Ltd.</li> <li>• ASTI Holdings Limited.</li> <li>• Apexindo International Pte. Ltd.</li> <li>• Barry's Bootcamp Singapore Pte. Ltd.</li> <li>• Burnaby Ventures Pte. Ltd.</li> <li>• Cambridge Circle Pte. Ltd.</li> <li>• Danesun Pte. Ltd.</li> <li>• First Tristar Corp. Pte. Ltd.</li> <li>• FLG Holdco Singapore Pte. Ltd.</li> <li>• Golden Cyber Pte. Ltd.</li> <li>• Golden Logistic Pte. Ltd.</li> <li>• Grid Singularity Pte. Ltd.</li> <li>• Manitoba Corporation Pte. Ltd.</li> <li>• Marnoc Pte. Ltd.</li> <li>• Metropolitan Structures Pte. Ltd.</li> <li>• Mikimoto Jewellery (Singapore) Pte. Ltd.</li> <li>• Millbrook Pte. Ltd.</li> <li>• Moonsoonlabs Pte. Ltd.</li> <li>• Next Generation Holdings Pte. Limited.</li> <li>• NG Properties Pte. Limited.</li> <li>• North London Collegiate School (Singapore) Pte. Ltd.</li> <li>• Platinum Resources Pte. Ltd.</li> <li>• Premier Logistic Pte. Ltd.</li> <li>• RL Law LLC.</li> <li>• Sapientia Prime Pte. Ltd.</li> <li>• Schwarzschild Ventures Pte. Ltd.</li> <li>• Starbright Corporation Pte. Ltd.</li> <li>• URS Equipment Services Pte. Ltd.</li> <li>• Abaco Pacific Co. Ltd. (BVI).</li> <li>• Quartis Limited (BVI).</li> <li>• Harpswell Offshore Pte Ltd.</li> <li>• Citadelcorp Learning Solutions Pte Ltd.</li> <li>• NLCS (Singapore) Junior School Pte Ltd.</li> </ul>	<ul style="list-style-type: none"> <li>• Collins Debden Limited.</li> <li>• Debden Importing (UK) Limited.</li> <li>• Collins Debden USA, Inc.</li> <li>• Collins Debden Pty Ltd.</li> <li>• Paperich Pte Ltd.</li> </ul>

Name of Director seeking Re-election	Raymond Lam Kuo Wei	Raja Hayat
Present	<ul style="list-style-type: none"> <li>• ME Education Pte Ltd</li> <li>• Meraki Education Pte Ltd</li> <li>• DGRS Labs Pte Ltd</li> <li>• MEEPL Services Pte Ltd</li> <li>• Tagit Singapore Pte Ltd</li> </ul>	
<p>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.</p>		
(a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No
(b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No
(c) Whether there is any unsatisfied judgment against him?	No	No
(d) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such purpose?	No	No

Name of Director seeking Re-election	Raymond Lam Kuo Wei	Raja Hayat
(e) Whether he has ever been convicted of any offence, in Singapore or elsewhere, involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he is aware) for such breach?	No	No
(f) Whether at any time during the last 10 years, judgment has been entered against him in any civil proceedings in Singapore or elsewhere involving a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere, or a finding of fraud, misrepresentation or dishonesty on his part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No	No
(g) Whether he has ever been convicted in Singapore or elsewhere of any offence in connection with the formation or management of any entity or business trust?	No	No
(h) Whether he has ever been disqualified from acting as a director or an equivalent person of any entity (including the trustee of a business trust), or from taking part directly or indirectly in the management of any entity or business trust?	No	No
(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

Name of Director seeking Re-election	Raymond Lam Kuo Wei	Raja Hayat
(j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of:-		
(i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	No	No
(ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	No	No
(iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No	No
(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere,	No	No
in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?		
(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