中國新零售供應鏈集團有限公司
China Next-Gen Commerce and Supply Chain Limited

(Incorporated in the Cayman Islands with limited liability)
Stock Code: 3928

2025
ANNUAL REPORT

Contents

Corporate Information

BOARD OF DIRECTORS

Executive Directors

Ms. Wang Kelly *(Chairperson)*
(appointed with effect from 4 September 2025)
Ms. Ding Ziyi
(appointed with effect from 4 September 2025)
Mr. Ho Chi Hong *(Chairman)*
(resigned with effect from 25 September 2025)
Mr. Chang Tin Duk Victor
(resigned with effect from 25 September 2025)

Non-Executive Director

Mr. Law Ka Wing Eric
(resigned with effect from 25 September 2025)

Independent Non-Executive Directors

Mr. Lu Guoqiang
(appointed with effect from 25 September 2025)
Ms. Xie Xiaolin
(appointed with effect from 25 September 2025)
Mr. Lu Yanjun
(appointed with effect from 25 September 2025)
Mr. Tam Tak Kei Raymond
(resigned with effect from 25 September 2025)
Mr. Li Tao
(resigned with effect from 25 September 2025)
Ms. Chen Yunxia
(resigned with effect from 25 September 2025)
Mr. Chan Kwok Wing Kelvin
(resigned with effect from 29 November 2024)

AUDIT COMMITTEE

Ms. Xie Xiaolin *(Chairperson)*
(appointed with effect from 25 September 2025)
Mr. Lu Guoqiang
(appointed with effect from 25 September 2025)
Mr. Lu Yanjun
(appointed with effect from 25 September 2025)
Mr. Tam Tak Kei Raymond *(Chairman)*
(resigned with effect from 25 September 2025)
Mr. Li Tao
(resigned with effect from 25 September 2025)
Ms. Chen Yunxia
(resigned with effect from 25 September 2025)
Mr. Chan Kwok Wing Kelvin
(resigned with effect from 29 November 2024)

REMUNERATION COMMITTEE

Mr. Lu Guoqiang *(Chairman)*
(appointed with effect from 25 September 2025)
Ms. Ding Ziyi
(appointed with effect from 25 September 2025)
Ms. Xie Xiaolin
(appointed with effect from 25 September 2025)
Ms. Chen Yunxia *(Chairperson)*
(resigned with effect from 25 September 2025)
Mr. Tam Tak Kei Raymond
(resigned with effect from 25 September 2025)
Mr. Li Tao
(resigned with effect from 25 September 2025)
Mr. Chan Kwok Wing Kelvin *(Chairman)*
(resigned with effect from 29 November 2024)

NOMINATION COMMITTEE

Ms. Wang Kelly *(Chairperson)*
(appointed with effect from 25 September 2025)
Mr. Lu Guoqiang
(appointed with effect from 25 September 2025)
Mr. Lu Yanjun
(appointed with effect from 25 September 2025)
Mr. Ho Chi Hong *(Chairman)*
(resigned with effect from 25 September 2025)
Mr. Tam Tak Kei Raymond
(resigned with effect from 25 September 2025)
Ms. Chen Yunxia
(resigned with effect from 25 September 2025)
Mr. Chan Kwok Wing Kelvin
(resigned with effect from 29 November 2024)

COMPANY SECRETARY

Ms. Leong Kai Weng Subrina
(appointed with effect from 25 September 2025)
Ms. Ding Ziyi
(appointed with effect from 25 September 2025 and resigned with effect from 16 October 2025)
Mr. Law Ka Wing Eric
(appointed with effect from 31 March 2025 and resigned with effect from 25 September 2025)
Ms. Fung Mei Ling
(resigned with effect from 31 March 2025)

AUTHORISED REPRESENTATIVES

Ms. Ding Ziyi
(appointed with effect from 25 September 2025)
Ms. Leong Kai Weng Subrina
(appointed with effect from 25 September 2025)
Mr. Ho Chi Hong
(resigned with effect from 25 September 2025)
Mr. Law Ka Wing Eric
(appointed with effect from 31 March 2025 and resigned with effect from 25 September 2025)
Ms. Fung Mei Ling
(resigned with effect from 31 March 2025)

LEGAL ADVISERS TO THE COMPANY

As to Hong Kong law
Fangda Partners
26/F
One Exchange Square
8 Connaught Place
Central, Hong Kong

REGISTERED OFFICE

Cricket Square
Hutchins Drive
PO Box 2681
Grand Cayman
KY1-1111 Cayman Islands

HEADQUARTERS AND PRINCIPAL PLACE OF BUSINESS IN SINGAPORE

16 Kian Teck Way
Singapore 628749

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

18/F
Ovest
77 Wing Lok Street
Sheung Wan, Hong Kong

PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

Conyers Trust Company (Cayman) Limited
Cricket Square
Hutchins Drive PO Box 2681
Grand Cayman KY1-1111
Cayman Islands

BRANCH SHARE REGISTRAR AND TRANSFER OFFICE

Boardroom Share Registrars (HK) Limited
2103B, 21/F, 148 Electric Road
North Point, Hong Kong

PRINCIPAL BANKERS

United Overseas Bank Limited
DBS Bank Ltd

AUDITOR

HLB Hodgson Impey Cheng Limited
Certified Public Accountants
31/F, Gloucester Tower
The Landmark
11 Pedder Street
Central
Hong Kong

COMPANY'S WEBSITE

www.singtec.com.sg

STOCK CODE

3928

Chairperson's Statement

Dear Shareholders,

On behalf of the board (the "**Board**") of directors (the "**Directors**") of China Next-Gen Commerce and Supply Chain Limited (the "**Company**", together with its subsidiaries, the "**Group**", "**we**" or "**us**"), I am pleased to present to our shareholders the annual report of the Group for the year ended 30 September 2025.

The financial year under review represents a period of operational stabilisation and disciplined execution for the Group. Amid a gradually improving macroeconomic environment in Singapore and continued cost and credit challenges within the construction sector, the Group focused on strengthening its core operations, enhancing financial discipline and laying the groundwork for a sustainable turnaround.

For the year ended 30 September 2025, the Group recorded total revenue of approximately S$61.7 million, representing an increase of approximately 10.2% as compared to the previous financial year. The increase was primarily attributable to stronger progress in civil engineering works, consistent with the analysis set out in the Management Discussion and Analysis ("**MD&A**"). Gross profit increased modestly to approximately S$4.9 million, while gross profit margin narrowed by 0.6% to approximately 8.0%, reflecting higher labour, subcontracting and material costs, as well as a lower contribution margins from other ancillary services. The Group recorded a net loss of approximately S$0.9 million for the year, compared with a net loss of approximately S$0.8 million in the prior year. The wider loss was mainly attributable to a higher net allowance for expected credit losses on financial assets and contract assets, which partially offset the increase in other gains as well as the overall improvement in revenue and gross profit for the year.

During the year, Singapore's economy demonstrated resilience, supported by stronger external demand and an expansion in construction activity across both public and private sectors. As highlighted in the MD&A, the construction sector continued to benefit from a steady pipeline of infrastructure, public housing and civil engineering projects. At the same time, cost pressures relating to labour availability, subcontracting costs and materials remained. Against this backdrop, the Group continues to adopt a selective and disciplined approach to project tendering and execution, prioritising risk-adjusted returns, cash flow management and operational efficiency.

The Group maintained a prudent financial position throughout the year. As at 30 September 2025, the Group's gearing ratio improved to approximately 59.4%, compared with approximately 68.3% in the prior year, mainly due to a reduction in bank borrowings. The Board considers the Group's liquidity position and access to banking facilities to be adequate for its operational and working capital requirements. No dividend was declared for the year ended 30 September 2025, in line with prior years, as the Board considers it appropriate to retain resources to support operational stability and future growth.

Looking ahead, the Board views the Group as being in a stabilisation phase with improving fundamentals. While near-term operating conditions remain competitive, the medium-to long-term outlook for Singapore's construction industry is supported by a sustained pipeline of public and private sector projects, as outlined by the Building and Construction Authority. The Group will continue to focus on (a) strengthening its core civil engineering and construction capabilities; (b) enhancing productivity and cost control through better project management and resource planning; (c) maintaining a prudent approach to financial management; and (d) investing in workforce development to support long-term competitiveness. The Group's property investment portfolio will continue to be managed prudently to provide stable rental income and potential long-term value, complementing the construction business.

Subsequent to the reporting period, the Group strategically entered the high-growth emerging segment of trendy toys. We recognize that emotional resonance and individual expression have become core drivers of product appeal in today's consumer market. According to authoritative projections, including those from the Chinese Academy of Social Sciences, the total value of China's trendy toy industry is expected to exceed RMB110 billion by 2026, with sustained rapid growth ahead.

To this end, the Group has planned to adopted a dual_track strategy centered on intellectual property ("**IP**"), focusing on original IP incubation and cross_brand collaborations, consistently launching products that meet consumers' emotional needs. Meanwhile, through deep integration of offline immersive experience spaces and online digital communities, we are planning to build an omni_channel operational ecosystem. Looking ahead, the Group will leverage its precise strategic positioning and efficient operational system to develop the trendy toy business into a new growth driver driving sustained performance growth and creating long_term value for shareholders.

On behalf of the Board, I would like to express my sincere appreciation to our management team and employees for their commitment and resilience during the year. I would also like to thank our customers, business partners, banks and shareholders for their continued trust and support. We remain committed to sound corporate governance, transparency and the creation of sustainable long-term value for our shareholders.

China Next-Gen Commerce and Supply Chain Limited
Wang Kelly
Chairperson and Executive Director

30 December 2025

Management Discussion and Analysis

BUSINESS REVIEW AND OUTLOOK

The Group has been established for over 25 years and is principally engaged in construction services and property investment business in Singapore. The Group specialises in providing construction services and solutions in (i) civil engineering works entailing road works, earthworks, drainage works, earth retaining stabilising structure works and soil improvement works; (ii) building construction works mainly for industrial buildings which include substructure works, piling works, addition and alteration works and electrical and mechanical works; and (iii) other ancillary services which include logistics and transportation services of construction materials. The Group's property investment business primarily includes residential and industrial properties leasing.

The Group recorded an increase in total revenue of approximately S$5.7 million, from approximately S$56.0 million for the year ended 30 September 2024 to approximately S$61.7 million for the year ended 30 September 2025. Gross profit also increased by approximately S$0.1 million, from approximately S$4.8 million for the year ended 30 September 2024 to approximately S$4.9 million for the year ended 30 September 2025. Despite the improvement in operating performance, the Group recorded a marginal increase in net loss of approximately S$0.1 million, from approximately S$0.8 million for the year ended 30 September 2024 to approximately S$0.9 million for the year ended 30 September 2025. The wider loss was mainly attributable to a higher net allowance for expected credit losses on financial assets and contract assets, which partially offset the increase in other gains as well as the overall improvement in revenue and gross profit for the year.

With reference to the press release issued by the Ministry of Trade and Industry ("**MTI**") of Singapore on 21 November 2025, Singapore's GDP growth forecast for 2025 has been revised upwards from the earlier estimate of 1.5% to 2.5% to approximately 4.0%. This revision reflects the stronger-than-expected performance of the economy in the third quarter of 2025, during which GDP expanded by 4.2% year-on-year and 2.4% quarter-on-quarter, supported by resilient external demand and an easing of trade tensions. Looking ahead to 2026, MTI projects GDP growth of between 1.0% and 3.0%. While broad-based expansion is expected across several key sectors, downside risks remain. Despite a moderation in global economic uncertainty since the first half of 2025, conditions remain fragile. A renewed escalation in tariff actions or geopolitical tensions could heighten uncertainty and weigh on business and consumer sentiment, potentially leading to a pullback in hiring, investment, and discretionary spending.

Growth in the construction sector came in at 3.6% year-on-year, moderating from the 6.2% expansion in the second quarter. Growth during the quarter was supported by expansions in both public sector and private sector construction works. On a quarter-on-quarter seasonally-adjusted basis, the sector contracted by 0.7%, a pullback from the 6.5% expansion in the previous quarter. The domestic construction sector is forecast to continue growing, supported by expansions in public residential building and civil engineering works.

According to the Building and Construction Authority ("**BCA**") of Singapore media release dated 23 January 2025, total construction demand in 2025 is projected at S$47 billion to S$53 billion in nominal terms, or S$35 billion to S$39 billion in real terms, representing 0.3% to 11.7% growth over pre-COVID 2019 levels. Over the medium term, BCA forecasts annual construction demand of S$39 billion to S$46 billion from 2026 to 2029, supported by major public and private sector projects, including Changi Airport Terminal 5, the Marina Bay Sands expansion, public housing programs, high-specification industrial facilities, education and healthcare developments, rail infrastructure works, and key projects such as the Woodlands Checkpoint extension and Tuas Port.

Despite the improved outlook for Singapore's construction industry, the Group remains measured in its expectations for profit recovery and business growth. While interest rates and inflationary pressures have started easing from their peaks, cost pressures in materials, labour and subcontracting remain elevated. Supported by the sustained pipeline of major public and private sector projects highlighted by the BCA, the Group nevertheless expects industry conditions to strengthen progressively over the medium to long term.

In light of the above, the Group will continue to focus on our business strategies of strengthening our core business through improving productivity, enhancing our technical capabilities, financial management and upskilling of our workforce. The Group believes that this will improve our competitive edge, tender success rate and adaptability to the changing market demands.

Moreover, the Group's financial position, results of operations and business prospects may be affected by a number of risks and uncertainties. The key risks and uncertainties identified are as follows:

(i) The Group relies on subcontractors to execute the projects and any significant increase in subcontracting charges or any substandard subcontractor works may have adverse impacts on the Group's financial results

The Group relies on subcontractors to carry out part of its projects, charges from which accounted for approximately 51.3% (for the year ended 30 September 2024: approximately 41.8%) of the Group's total cost of services for the year ended 30 September 2025. Any unexpected fluctuations in subcontracting charges during the course of execution of the Group's projects will thus have a negative impact on the Group's profitability. Besides, there is no assurance that the Group's subcontractors will always provide services at acceptable standards, and the Group may incur additional time and costs in rectifying substandard works, if any, which may cause cost overrun or delay to the projects.

(ii) Construction works are highly labour-intensive and the Group relies on a stable supply of labour to carry out its projects

There is no assurance that the supply of labour and average labour costs will remain stable at all times. When there is a significant increase in the cost of labour and the Group or the subcontractors have to retain labour by increasing their wages, the Group's staff costs and/or subcontracting charges will increase and as a result, the Group's profitability will be adversely affected. Furthermore, if the Group experiences any failure to attract and retain competent personnel or any material increase in labour costs as a result of the shortage of skilled labour, the Group's competitiveness and business would be damaged, thereby adversely affecting the Group's financial position, results of operations and future prospects.

FINANCIAL REVIEW

Revenue

The Group's revenue is derived from (i) the provision of civil engineering works, building construction works and other ancillary services which include logistics and transportation services of construction materials for both public and private sector customers; and (ii) property investment business.

The Group's civil engineering and building construction services are widely required in new infrastructure and building developments, redevelopment, additions and alterations works and upgrading projects, which involve residential, commercial and industrial buildings. For property investment business, the Group leases both industrial and residential properties to earn rental income from tenants.

The following table sets forth the breakdown of the Group's total revenue by segments:

	For the year ended 30 September			
	2025		2024	
	Revenue		Revenue	
	S$'000	**% of total revenue**	S$'000	% of total revenue
Construction services				
Civil engineering works	**60,282**	**97.8**	51,993	92.8
Building construction works	**8**	**–***	139	0.4
Other ancillary services	**824**	**1.3**	3,335	5.9
	61,114	**99.1**	55,467	99.1
Property investments	**543**	**0.9**	506	0.9
Total revenue	**61,657**	**100**	55,974	100.0

* Percentage less than 0.1%.

The Group's revenue increased by approximately S$5.7 million, or approximately 10.2%, from approximately S$56.0 million for the year ended 30 September 2024 to approximately S$61.7 million for the year ended 30 September 2025. The increase was primarily driven by higher revenue from civil engineering works, which grew by approximately S$8.3 million. This growth was mainly attributable to improved project progress and stronger demand for the Group's civil engineering services during the year.

Such increase in revenue was partially offset by a decrease of approximately S$2.5 million in revenue from other ancillary services. This decline was mainly due to a one-off revenue item recognised in the prior year relating to salvage works from the demolition of a shipyard, which did not recur during the year ended 30 September 2025.

The revenue from property investments remained relatively stable at approximately S$0.5 million for each of the years ended 30 September 2025 and 2024.

Cost of services

The Group's cost of services increased by approximately S$5.6 million, from approximately S$51.2 million for the year ended 30 September 2024 to approximately S$56.7 million for the year ended 30 September 2025. The increase was largely attributable to higher project-related costs incurred in line with the overall increase in construction services revenue during the year, such as higher labour costs, subcontractor charges and other direct costs associated with the execution and progress of construction projects.

Gross profit and gross profit margin

The Group's gross profit increased by approximately S$0.1 million, from approximately S$4.8 million for the year ended 30 September 2024 to approximately S$4.9 million for the year ended 30 September 2025. Correspondingly, the Group's gross profit margin decreased by 0.6 percentage points, from approximately 8.6% for the year ended 30 September 2024 to approximately 8.0% for the year ended 30 September 2025. The decrease in gross profit margin was primarily due to the decrease in contribution to gross profit from other ancillary services for the year ended 30 September 2025 as compared to the year ended 30 September 2024, and partially offset by the increase in gross profit margins from the Group's ongoing construction projects driven by improvement of cost management for the year ended 30 September 2025.

Other income

The Group's other income decreased by approximately S$0.2 million from approximately S$0.3 million for the year ended 30 September 2024 to approximately S$0.1 million for the year ended 30 September 2025. The decrease in other income was mainly attributable to the decrease in rental income from renting equipment of approximately S$0.2 million.

Other gains and losses

The Group's other gains and losses increased by approximately S$0.7 million from approximately S$0.8 million for the year ended 30 September 2024 to approximately S$1.5 million for the year ended 30 September 2025. The increase in other gains and losses was primarily driven by (i) an increase in net gain on disposal of property, plant and equipment of approximately S$0.2 million; (ii) a net foreign exchange gain of approximately S$0.2 million for the year ended 30 September 2025 as compared with a net foreign exchange loss of approximately S$0.4 million in the prior year; and (iii) an increase in gain from the sale of scrap materials of approximately S$0.2 million.

Such increase was partially offset by a decrease in the fair value gains on investment properties of approximately S$0.4 million.

Administrative expenses

The Group's administrative expenses decreased by approximately S$0.2 million from approximately S$6.0 million for the year ended 30 September 2024 to approximately S$5.8 million for the year ended 30 September 2025. The decrease in administrative expenses was mainly due to decrease in professional fees during the year.

Allowance for/reversal of expected credit losses on financial assets and contract assets, net

The Group recorded a net allowance for expected credit losses on financial assets and contract assets of approximately S$1.0 million for the year ended 30 September 2025, reversing from a net gain on reversal of expected credit losses on financial assets and contract assets of approximately S$0.2 million the year ended 30 September 2024. This was mainly due to a more prudent assessment of the recoverability of certain trade and other receivables, taking into account customers' credit profiles and prevailing economic conditions.

Finance costs

The Group's finance costs decreased by approximately S$0.3 million from approximately S$0.9 million for the year ended 30 September 2024 to approximately S$0.6 million for the year ended 30 September 2025. The decrease was mainly due to the decrease in bank borrowings (including those held under joint operations) during the year ended 30 September 2025.

Share of result of a joint venture

The Group's loss of share of result of a joint venture decreased by approximately S$2,000 from approximately S$3,000 for the year ended 30 September 2024 to approximately S$1,000 for the year ended 30 September 2025. The joint venture remained operationally inactive, and the amounts recognised represented incidental expenses arising from administrative activities. The decrease was mainly due to lower administrative expenses recognised by the joint venture during the year.

Income tax

No income tax provision was made as the Group did not generate assessable profits for the years ended 30 September 2025 and 2024.

Loss for the year

As a result of the foregoing factors, the Group's net loss for the year increased by approximately S$0.1 million, from approximately S$0.8 million for the year ended 30 September 2024 to approximately S$0.9 million for the year ended 30 September 2025.

FINAL DIVIDEND

The Board has resolved not to recommend the declaration of a final dividend for the year ended 30 September 2025 (for the year ended 30 September 2024: Nil).

LIQUIDITY, FINANCIAL RESOURCES AND CAPITAL STRUCTURE

The Group manages its capital to ensure that it will be able to continue as a going concern while maximising the return to shareholders through the optimisation of its debt and equity. The Group's overall strategy in the objective, policies or processes for managing capital remains unchanged since the listing of the Company's shares (the "**Listing**") by way of share offer (the "**Share Offer**") in September 2019. The capital structure of the Group consists of debt, which includes bank overdrafts, bank borrowings (including bank borrowings held under joint operations) and lease liabilities, net of bank deposits, bank balances and cash, and equity attributable to owners of the Company, comprising share capital and reserves. There had been no material change in the capital structure of the Group since the Listing.

The Group finances its working capital, capital expenditures and other liquidity requirements through a combination of bank balances and cash, borrowings and net proceeds from the Share Offer. The management of the Group reviews the capital structure on a regular basis.

The Group adopts a prudent cash and financial management policy. The Group's cash, mainly denominated in Singapore dollars and Hong Kong dollars, is generally deposited with certain financial institutions.

As at 30 September 2025, the Group had bank balances and cash of approximately S$3.1 million as compared to approximately S$6.1 million as at 30 September 2024. The Group had total bank overdrafts, bank borrowings (including bank borrowings held under joint operations) and lease liabilities of approximately S$15.6 million as at 30 September 2025 as compared to approximately S$18.6 million as at 30 September 2024.

Gearing ratio

Gearing ratio is calculated by dividing all bank overdrafts, bank borrowings (including bank borrowings held under joint operations) and lease liabilities by total equity at the year-end date and expressed as a percentage. The gearing ratio of the Group as at 30 September 2025 was approximately 59.4% (as at 30 September 2024: approximately 68.3%). The decrease in gearing ratio was mainly due to the decrease in bank borrowings (including bank borrowings held under joint operations) of the Group as at 30 September 2025.

Charges on group assets

As at 30 September 2025, (i) bank deposits of approximately S$0.3 million (as at 30 September 2024: approximately S$0.5 million); (ii) owner-occupied properties with carrying value of approximately S$6.1 million (as at 30 September 2024: approximately S$6.3 million); (iii) investment properties with carrying value of approximately S$12.0 million (as at 30 September 2024: approximately S$11.5 million); and (iv) investment properties held under joint operations with carrying value of approximately S$4.3 million (as at 30 September 2024: approximately S$4.3 million) have been pledged to the banks to secure banking facilities including bank borrowings granted to the Group.

Treasury policy

The Group has adopted a prudent financial management approach towards its treasury policy and thus maintained a healthy financial position throughout the year. The Board closely monitors the Group's liquidity position to ensure that the liquidity structure of the Group's assets, liabilities and other commitments can meet its funding requirements at all times.

FOREIGN EXCHANGE RISK

The Group mainly operates in Singapore. Most of the operating transactions and revenue were settled in Singapore dollars and the Group's assets and liabilities are primarily denominated in Singapore dollars. However, the Group has certain bank balances denominated in Hong Kong dollars amounting to approximately S$2.6 million as at 30 September 2025 which exposed the Group to foreign currency risk. The Group does not have a foreign currency hedging policy. However, the Group manages the risk by closely monitoring the movements of the foreign currency rate and would consider hedging against significant foreign currency exposure should it be necessary.

SIGNIFICANT INVESTMENTS HELD

The Group's significant investments comprised investment properties and investment properties held under joint operations.

Investment properties

The following table sets forth the investment cost, fair value and size relative to the Group's total assets as at the dates indicated:

			As at 30 September 2025			As at 30 September 2024		
Significant investments	**Usage**	**Total number of years of land lease**	**Investment cost (S$)**	**Fair value (S$)**	**Percentage to the Group's total assets**	Investment cost (S$)	Fair value (S$)	Percentage to the Group's total assets
21 Toh Guan Road East #01-10, Singapore 608609	commercial	60 from 1 December 1997	992,640	1,800,000	3.0%	992,640	1,650,000	2.4%
21 Toh Guan Road East #01-11, Singapore 608609	commercial	60 from 1 December 1997	1,667,700	1,800,000	3.0%	1,667,700	1,650,000	2.4%
45 Hillview Avenue #01-05, Singapore 669613	residential	999 from 19 May 1883	1,334,600	2,500,000	4.2%	1,334,600	2,480,000	3.6%
45 Hillview Avenue #01-06, Singapore 669613	residential	999 from 19 May 1883	1,334,600	2,500,000	4.2%	1,334,600	2,470,000	3.5%
11 Kang Choo Bin Road #01-01, Singapore 548315	residential	999 from 19 February 1883	1,264,075	1,510,000	2.6%	1,264,075	1,440,000	2.1%
11 Kang Choo Bin Road #01-03, Singapore 548315	residential	999 from 19 February 1883	1,529,979	1,890,000	3.2%	1,529,979	1,770,000	2.5%
Total			8,123,594	12,000,000	20.2%	8,123,594	11,460,000	16.5%

Investment properties held under joint operations

The following table sets forth the investment cost, fair value and size relative to the Group's total assets as at the dates indicated:

				As at 30 September 2025			As at 30 September 2024		
Significant investment	Usage	Total number of years of land lease	Proportion of the Group's ownership interest	Investment cost attributable to the Group (S$)	Fair value attributable to the Group (S$)	Percentage to the Group's total asset	Investment cost attributable to the Group (S$)	Fair value attributable to the Group (S$)	Percentage to the Group's total asset
114 Lavender Street, #01-68 CT Hub 2, Singapore 338729 *(Note (i))*	commercial	63 from 12 January 2012	50%	4,985,271	4,300,000	7.2%	4,985,271	4,250,000	6.1%
Total				4,985,271	4,300,000	7.2%	4,985,271	4,250,000	6.1%

Note:

(i) The property is held under joint operations with Poh Wah Group Pte Ltd.

The fair values of the investment properties (including those held under joint operations) were determined based on independent professional valuations using the direct comparison approach that reflects sale of the properties in its existing state with the benefit of vacant possession and by making reference to recent comparable sales transactions as available in the relevant market. There has been no change in the valuation technique during the year.

The Company's investment strategy for investment properties and investment properties held under joint operations

The Group's strategy is to continuously establish an investment property portfolio which is able to add an alternative, stable and recurring revenue stream to the Group's overall business and also to diversify risk of any potential change in the construction industry; and for potential capital appreciation purposes. Depending on prevailing market conditions (i.e. price and reasonable returns), the Group would from time to time solidify its property investment business by (i) identifying value adding investment properties in the future; and (ii) evaluating existing portfolio on an ongoing basis and selling or replacing less performing investment properties.

Save as disclosed above, the Group did not hold other significant investments during the year ended 30 September 2025.

MATERIAL ACQUISITIONS AND DISPOSAL OF SUBSIDIARIES AND ASSOCIATED COMPANIES OR JOINT VENTURES

There were no material acquisitions or disposals of subsidiaries and associated companies or joint ventures by the Group for the year ended 30 September 2025.

FUTURE PLANS FOR MATERIAL INVESTMENTS OR CAPITAL ASSETS

Save as disclosed in the Company's prospectus dated 29 August 2019 (the "**Prospectus**") and this annual report, the Group did not have other future plans for material investments or capital assets as at 30 September 2025.

EMPLOYEES AND REMUNERATION POLICY

As at 30 September 2025, the Group had a total of 180 employees (as at 30 September 2024: 184 employees), excluding the Directors. Total staff costs including Directors' emoluments, salaries, wages and other staff benefits, contributions and retirement schemes for the year ended 30 September 2025 amounted to approximately S$9.2 million (for the year ended 30 September 2024: approximately S$8.2 million).

In order to attract and retain high quality staff and to enable smooth operations within the Group, the remuneration policy and package of the Group's employees are periodically reviewed. The salary and benefit levels of the employees of the Group are competitive (with reference to market conditions and individual qualifications and experience). The Group provides adequate job training to the employees to equip them with practical knowledge and skills. Apart from contributions to the statutory pension scheme such as Central Provident Fund or Mandatory Provident Fund and job training programs, salary increments and discretionary bonuses may be awarded to employees according to the assessment of individual performance and market situation. The emoluments of the Directors have been reviewed by the remuneration committee of the Company, having regard to the Group's operating results, market competitiveness, individual performance and achievement, and approved by the Board.

PERFORMANCE BONDS

As at 30 September 2025, the Group had performance bonds of approximately S$12.3 million (as at 30 September 2024: approximately S$14.0 million) given in favour of the Group's customers as security for the due performance and observance of the Group's obligation under the contracts entered into between the Group and the customers. The performance bonds will be released upon completion of the contracts.

CAPITAL EXPENDITURES AND CAPITAL COMMITMENTS

During the year ended 30 September 2025, the Group acquired items of property, plant and equipment of approximately S$0.4 million (for the year ended 30 September 2024: approximately S$3.4 million).

As at 30 September 2025, the Group had no material capital commitments (as at 30 September 2024: Nil).

CHANGES IN SHAREHOLDING AND SUFFICIENCY OF PUBLIC FLOAT

On 29 July 2025, a sale and purchase agreement (the "**Sale and Purchase Agreement**") in relation to the sale and purchase of 360,000,000 shares of the Company (the "**Sale Share(s)**"), representing 75.0% of the total issued share capital of the Company, was entered into among Ever Realm Capital Limited ("**Ever Realm Capital**") (as purchaser), Alpine Treasure Limited ("**Alpine Treasure**") (as vendor) for a total cash consideration of HK$222,800,000 (representing approximately HK$0.6189 per Sale Share). Ever Realm Capital is wholly owned by Ms. Wang Kelly ("**Ms. Wang**"). As at the date of the Sale and Purchase Agreement, Ms. Wang held no interests in any shares of the Company.

The sale and purchase of the Sale Shares was completed on 8 August 2025. Immediately following the completion, Ever Realm Capital and parties acting in concert with it owned 360,000,000 shares in the Company, representing approximately 75.0% of the total issued share capital of the Company. Ever Realm Capital was therefore required to make a mandatory unconditional cash offer for all the issued shares in the Company (the "**Offer Share(s)**") not already owned by it and parties acting in concert with it, pursuant to the Hong Kong Code on Takeovers and Mergers. Huatai Financial Holdings (Hong Kong) Limited, on behalf of Ever Realm Capital, made the offer (the "**Offer**") to acquire all the Offer Shares on the basis of HK$0.6189 in cash for each Offer Share.

The Offer was closed on 25 September 2025 (the "**Closing Date**"). Ever Realm Capital had received valid acceptances in respect of a total of 6,000 Offer Shares under the Offer, representing approximately 0.001% of the total issued share capital of the Company as at the Closing Date. Accordingly, Ever Realm Capital and parties acting in concert with it were interested in 360,006,000 shares in the Company immediately after the close of the Offer, representing approximately 75.001% of the total issued share capital of the Company. Accordingly, the Company did not satisfy the minimum public float requirement of 25% as set out in Rule 8.08(1)(a) and 13.32(1) of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "**Listing Rules**") immediately after the close of the Offer. The Company applied to the Stock Exchange for a temporary waiver from strict compliance with Rule 8.08(1)(a) and 13.32(1) of the Listing Rules for the period from the Closing Date to 26 September 2025 (both days inclusive) (the "**Waiver Period**") to allow Ever Realm Capital to restore the minimum public float of the Company. On 30 September 2025, the Stock Exchange granted the Company a temporary waiver from strict compliance with Rule 8.08(1)(a) and 13.32(1) of the Listing Rules during the Waiver Period.

On 26 September 2025, Ever Realm Capital disposed of an aggregate of 6,000 shares of the Company, representing approximately 0.001% of the total issued share capital of the Company, in the open market to independent third parties. Accordingly, the minimum public float of the Company of 25% of the total number of shares in issue as required under Rule 8.08(1)(a) and 13.32(1) of the Listing Rules has been restored.

Save as disclosed above, based on the information that is publicly available to the Company and within the knowledge of the Directors, the Directors confirmed that the Company has maintained a sufficient amount of public float for its shares as required under the Listing Rules during the year ended 30 September 2025 and up to the date of this annual report.

EVENTS AFTER THE REPORTING PERIOD

Discloseable Transaction on Disposal of a Property

On 10 November 2025, an indirect wholly-owned subsidiary of the Company, Sing Tec Development Pte. Ltd. and Poh Wah Group Pte. Ltd. (each as a "**Vendor**") granted an option to purchase to an independent third party, 2K Property Pte. Ltd. (the "**Purchaser**") dated 10 November 2025, pursuant to which the Vendors have agreed to sell a jointly owned property situated at 114 Lavender Street #01–68, CT Hub 2, Singapore 338729 (the "**Property**"), at the consideration of S$8.8 million to the Purchaser, and the Purchaser has the option to purchase the Property. The consideration of S$8.8 million was determined after arm's length negotiations between the Vendors and the Purchaser with reference to the valuation of the Property as at 8 October 2025 at S$8.6 million, as appraised by an independent valuer based on the direct comparison method. On 13 November 2025, the Purchaser exercised the option to purchase to purchase the Property from the Vendors. The sale and purchase had been completed on 30 December 2025. It is expected that the net proceeds from the disposal will be used by the Group as general working capital and to repay the existing indebtedness of Sing Tec Development Pte. Limited.

The consideration at approximately S$440,000 was received by the Vendors as at the date of this annual report. Further details in respect of this discloseable transaction are set out in the Company's announcements dated 10 November 2025 and 13 November 2025.

Connected Transaction In Respect Of Shanghai Mitaki Acquisition and Continuing Connected Transaction In Respect Of Annual Caps For Lease Service Framework Agreement

On 15 December 2025, the Company, through its indirect wholly-owned subsidiary, Shanghai Ruilin Enterprise Management Company Limited* (上海瑞靈谷企業管理有限公司) (as purchaser), entered into an equity transfer agreement with Mitaki Culture (Shanghai) Co., Ltd.* (米塔集文化(上海)有限責任公司) (as vendor) , to acquire 100% of the equity interest in Shanghai Mitaki Culture Development Company Limited* (上海米塔集文化發展有限公司) ("**Shanghai Mitaki**") for a total consideration of RMB1.5 million (the "**Shanghai Mitaki Acquisition**"). The Shanghai Mitaki Acquisition was completed on 15 December 2025.

Mitaki Culture (Shanghai) Co., Ltd. and Shanghai Mitaki are associates of Ms. Wang, the Director and controlling shareholder of the Company, and connected persons of the Company. The Shanghai Mitaki Acquisition constitutes a fully exempt connected transaction for the Company under Chapter 14A of the Listing Rules.

On 15 December 2025, Shanghai Mitaki entered into a lease service framework agreement (the "**Lease Service Framework Agreement**") with Seazen Holdings Co., Ltd.* (新城控股集團股份有限公司) ("**Seazen Holdings**"), an associate of a connected person of the Company. Pursuant to the Lease Service Framework Agreement, Seazen Holdings will provide leasing and property management services to Shanghai Mitaki for a term from the date when approval of the independent shareholders is obtained to 31 December 2027. The transactions contemplated under the Lease Service Framework Agreement are subject to annual caps of RMB1.5 million, RMB40.0 million and RMB40.0 million for the calendar years ending 31 December 2025, 2026 and 2027, respectively.

The Lease Service Framework Agreement and the transactions contemplated thereunder constitute continuing connected transactions for the Company under Chapter 14A of the Listing Rules and are subject to reporting, announcement, independent shareholders' approval and annual review requirements. A circular containing, among other things, (i) details of the Lease Service Framework Agreement and the Annual Caps, (ii) a letter from the Independent Board Committee to the Independent Shareholders, (iii) a letter from the Independent Financial Adviser to the Independent Board Committee and the Independent Shareholders, and (iv) notice of the extraordinary general meeting together with the form of proxy will be despatched by the Company to the Shareholders accordingly.

Further details in respect of the Shanghai Mitaki Acquisition and the transactions contemplated under the Lease Service Framework Agreement are set out in the Company's announcement dated 15 December 2025.

EXECUTIVE DIRECTORS

Ms. Wang Kelly ("Ms. Wang"), aged 26, was appointed as the executive Director on 4 September 2025, the Chairperson of the Board on 25 September 2025 and the Chief Executive Officer of the Company on 26 September 2025. Ms. Wang is also the director of certain subsidiaries of the Group. Ms. Wang is the sole shareholder and sole director of Ever Realm Capital Limited. Since October 2024, she has served as a director of Astrum Apex Investments Limited, a private company engaged in investment holding, where she is mainly responsible for identifying and evaluating investment opportunities. Ms. Wang obtained a bachelor's degree of literature from Peking University in July 2021, a master's degree in strategic public relations from The University of Sydney in March 2023 and a master's degree of arts with a major in digital media: education from the University College London in December 2024.

Ms. Ding Ziyi ("Ms. Ding"), aged 33, was appointed as the executive Director on 4 September 2025 and the deputy general manager of the Company on 10 September 2025. Ms. Ding is currently a deputy general manager at Astrum Apex Investments Limited, where she is primarily responsible for conducting research and due diligence on investment projects, ensuring regulatory compliance and overseeing implementation of risk control measures. Prior to such, Ms. Ding worked for nine years at Sundial Law Firm from May 2016 to June 2025 with her last role serving as a partner, where she specialized in capital markets, mergers and acquisitions, corporate compliance, restructuring, financing and other securities transactions. Ms. Ding obtained a bachelor's degree in law from University of International Relations in 2014 and a master's degree in international economic law from City University of Hong Kong in 2016.

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. Lu Guoqiang, aged 63, was appointed as the independent non-executive Director on 25 September 2025. Mr. Lu Guoqiang has extensive experience in the commercial real estate and retail industry. From July 2007 until his retirement in July 2024, Mr. Lu Guoqiang worked at Shanghai Yuexing Global Home Furnishing Expo Center Co., Ltd.* (上海月星環球家飾博覽中心有限公司), a private enterprise group in the PRC principally engaged in, among others, commercial real estate and retail business and investment and international trade business, where he last served as the director of the consulting office. From 1995 to 2005, he worked at Changzhou Home Appliance City (常州家電城)(which was subsequently restructured as Jiangsu Golden Sun Appliance Co., Ltd. (江蘇金太陽家有限公司) in 2000), where he last served as chairman and general manager. Mr. Lu Guoqiang obtained a bachelor's degree in law from the Correspondence College of the Central Party School (中央黨校函授大學) in 2002.

Ms. Xie Xiaolin ("Ms. Xie"), aged 59, was appointed as the independent non-executive Director on 25 September 2025. Ms. Xie has over 30 years' experience in the finance, auditing and valuation fields. She joined Jiangsu Zhongqi Huazhongtian Asset Appraisal Co., Ltd. (江蘇中企華中天資產評估有限公司) in November 1996 and is currently serving as chairperson, responsible for overseeing the overall business operations and management. Prior to such, she worked as the finance department manager at Jiangsu Overseas Friendship Co., Ltd. (江蘇華僑友誼股份有限公司) from July 1986 to October 1996. Ms. Xie has been serving as an independent director at Jiangsu Hengtai Lighting Co., Ltd.* (江蘇恒太照明股份有限公司), a company listed on the Beijing Stock Exchange (stock code: 873339) since January 2022 and at Changzhou Sanxie Electric Co., Ltd.* (常州三協電機股份有限公司), a company listed on the Beijing Stock Exchange (stock code: 920100) since August 2023. She has previously served as an independent director at Longlide Intelligent Technology Co., Ltd. (龍利得智慧科技股份有限公司), a company listed on the Shenzhen Stock Exchange (stock code: 300883) from March 2017 to June 2024. Ms. Xie obtained a bachelor's degree in accounting from Soochow University (蘇州大學) in July 1998.

Ms. Xie has been a member of the Chinese Institute of Certified Public Accountants since November 1995, registered tax agent in the PRC since September 1999, certified real estate appraiser in the PRC since January 2003 and certified asset appraiser with the China Appraisal Society since 2025. She is also currently a director of the China Appraisal Society (中國資產評估師協會), vice president of Jiangsu Asset Appraisal Association (江蘇省資產評估協會), director of Changzhou Institute of Certified Public Accountants (常州市註冊會計師協會) and member of the Jewelry and Art Appraisal Professional Committee of China Appraisal Association (中國資產評估協會珠寶首飾藝術品評估專業委員會委員).

Mr. Lu Yanjun, aged 49, was appointed as the independent non-executive Director on 25 September 2025. Mr. Lu Yanjun has near 25 years' experience in the legal industry. He is currently a senior partner at Duan & Duan Law Firm (段和段律師事務所) in Shanghai, a position which he has held since April 2023, where he specializes in matters in the disposal of non-performing financial assets and corporate bankruptcy restructuring. Mr. Lu Yanjun served as an attorney at Jiangsu Boaixing Law Firm (江蘇博愛星律師事務所) from February 2001 to June 2005 and at Boaixing (Shanghai) Law Firm (博愛星(上海)律師事務所) from July 2005 to March 2023, where he last served as managing attorney. Mr. Lu Yanjun obtained a bachelor's degree in law from Southeast University (東南大學) in 2005.

* *The English name is for identification purpose only*

SENIOR MANAGEMENT

Mr. Koh Chew Chiang (alias Xu Zhouchang) (formerly known as Faris Koh), aged 49, has been redesignated as the co-chief executive officer with effect from 26 September 2025. Mr. Koh was an executive Director of the Company from 26 November 2021 to 25 September 2024. He is primarily responsible for the Group's overall project supervision and management. Mr. Koh has over 20 years of experience in the construction industry in Singapore. He joined the Group in August 2004 as site engineer. He was then promoted as project manager, construction manager and general manager in February 2005, April 2009 and December 2010, respectively. He was appointed as a director of each and every wholly-owned subsidiary of the Company. Before joining the Group, from August 2001 to November 2003, Mr. Koh worked at Thye Siang Hoe Kee Contractor Pte Ltd as site engineer. From November 2003 to July 2004, he worked at Ang Tong Seng Brothers Enterprise Pte Ltd as project engineer. Mr. Koh obtained a degree of Bachelor of Engineering (Civil) from the Nanyang Technological University in Singapore in June 2001. He has also completed an environmental control officers' course from the Singapore Environment Institute in November 2010 and a certification course in construction law & contracts from the Building and Construction Authority in Singapore in August 2015.

Corporate governance provides the framework within which the board forms their decisions and build their businesses. The Company is committed to achieving high standards of corporate governance, focusing on creating long-term sustainable growth for shareholders and delivering long-term values to all shareholders. An effective corporate governance structure allows the Company to have a better understanding of, evaluate and manage, risks and opportunities. The Company adopted all the code provisions in the Corporate Governance Code (the "**CG Code**") in Appendix C1 of the Listing Rules as its own code on corporate governance practices.

During the year ended 30 September 2025 (the "**Year**"), the Company had complied with the code provisions set out in Part 2 of the CG Code (except as disclosed below).

On 26 September 2025, the Company appointed Ms. Wang as the CEO. Upon the appointment, Ms. Wang serves as both the chairperson of the Board and the chief executive officer of the Company, such practice deviates from code provision C.2.1 of the CG Code, which provides that the roles of chairman and chief executive officer should be separate and should not be performed by the same individual. Notwithstanding such, the Board believes that vesting the roles of both chairperson and chief executive in the same individual can ensure consistent leadership within the Group and enables more effective and efficient overall strategic planning for the Group. The Board further believes that the balance of power and authority for the present arrangement will not be impaired and is adequately ensured by the current Board which comprises experienced and high caliber individuals with sufficient number thereof being independent non-executive Directors. Therefore, the Board considers that the deviation from the code provision C.2.1 of the CG Code is appropriate in such circumstances.

BOARD OF DIRECTORS

The Company is governed by the Board which is responsible for overall management, formulation of business strategies and supervision of operations of the Group and providing independent judgement on the strategy, performance, resources and standard of conduct of the Group. The Board sets the overall policies, strategy and directions for the Group with a view to developing its business and enhancing the shareholders value.

The Board meets regularly throughout the Year to formulate overall strategy, monitor business development as well as the financial performance of the Group. The Board has delegated certain duties and authorities to the management for overall project supervision and management, overseeing the finance and accounting operation and overseeing the human resources and administrative matters.

The Board established mechanism to ensure independent views and input are available to the Board. The independent non-executive Directors (the "**INEDs**") support the effective discharge of the duties and responsibilities of the Board and bring independent views and input to the Board. In addition, the Board, the Board committees or individual Director may seek independent professional advice, views and input, which shall include but not limited to legal advice, advice of accountants and advice of other professional financial advisors, as considered necessary to fulfil their responsibilities and in exercising independent judgement when making decisions in furtherance of their Directors' duties at the Company's expense.

The Board is responsible for performing the corporate governance functions such as developing and reviewing the Company's policies and practices on corporate governance, reviewing and monitoring the training and continuous professional development of the Directors and senior management and the Company's policies and practices on compliance with legal and regulatory requirements and etc. The Board held meetings from time to time whenever necessary.

During the Year, the Board reviewed the compliance with the CG code, the disclosure in the corporate governance report and the effectiveness of the risk management and internal control systems of the Group.

The Board currently comprises two executive Directors, namely Ms. Wang Kelly (chairperson) and Ms. Ding Ziyi and three INEDs, namely Mr. Lu Guoqiang, Ms. Xie Xiaolin and Mr. Lu Yanjun. Ms. Wang Kelly is the chief executive officer of the Company and Mr. Koh Chew Chiang (alias Xu Zhouchang) is the co-chief executive officer of the Company and the chief executive officer of the Group's Singapore operations.

The attendance records of the Directors for the regular Board, Board committees and general meetings of the Company for the Year are as follows:

	No. of meetings attended/No. of meetings held				
Directors	**Board**	**Audit Committee**	**Remuneration Committee**	**Nomination Committee**	**Annual General Meeting**
Executive Directors					
Ms. Wang Kelly *(Chairperson)* *(appointed with effect from 4 September 2025)*	2/2	N/A	N/A	1/1	0/0
Ms. Ding Ziyi *(appointed with effect from 4 September 2025)*	2/2	N/A	1/1	N/A	0/0
Mr. Ho Chi Hong *(Chairman)* *(resigned with effect from 25 September 2025)*	6/6	N/A	N/A	4/4	0/0
Mr. Chang Tin Duk Victor *(resigned with effect from 25 September 2025)*	6/6	N/A	N/A	N/A	1/1
Non-Executive Director					
Mr. Law Ka Wing Eric *(resigned with effect from 25 September 2025)*	6/6	N/A	N/A	N/A	1/1
Independent Non-Executive Directors					
Mr. Lu Guoqiang *(appointed with effect from 25 September 2025)*	1/1	0/0	1/1	1/1	0/0
Ms. Xie Xiaolin *(appointed with effect from 25 September 2025)*	1/1	0/0	1/1	N/A	0/0
Mr. Lu Yanjun *(appointed with effect from 25 September 2025)*	1/1	0/0	N/A	1/1	0/0
Mr. Tam Tak Kei Raymond *(resigned with effect from 25 September 2025)*	6/6	2/2	4/4	4/4	1/1
Mr. Li Tao *(resigned with effect from 25 September 2025)*	6/6	2/2	4/4	N/A	1/1
Ms. Chen Yunxia *(resigned with effect from 25 September 2025)*	5/5	2/2	3/3	3/3	1/1
Mr. Chan Kwok Wing Kelvin *(resigned with effect from 29 November 2024)*	1/1	0/0	1/1	1/1	0/0

In compliance with the Listing Rules, the Company appointed INEDs with at least one of them having appropriate professional qualifications or accounting or related financial management expertise. The INEDs, together with the non-executive Director and executive Directors, ensure that the Board prepares its financial and other mandatory reports in strict compliance with the relevant standards. The Company received annual confirmation of independence under Rule 3.13 of the Listing Rules from each of the INEDs and believes that their independence is in compliance with the Listing Rules.

In September 2025, each of Ms. Wang Kelly, Ms. Ding Ziyi, Mr. Lu Guoqiang, Ms. Xie Xiaolin and Mr. Lu Yanjun had obtained legal advice relating to director's duties and responsibilities under applicable laws and regulations from a law firm qualified to advise on Hong Kong law pursuant to Rule 3.09D of the Listing Rules, and had confirmed that he/she understood his/her obligations as a Director.

APPOINTMENT AND RE-ELECTION OF DIRECTORS

Each of the Directors was engaged under a service agreement for a specific term of three years. The second amended and restated articles of association of the Company (the "**Articles of Association**") provides that all Directors appointed to fill a casual vacancy or as an addition to the Board shall hold office only until the first annual general meeting of the Company after his/her appointment and shall then be eligible for re-election. Directors are subject to the requirement that one-third of all the Directors shall retire from office by rotations, provided that every Director shall be subject to retirement at an annual general meeting at least once every three years pursuant to the Articles of Association.

CONTINUOUS PROFESSIONAL DEVELOPMENT OF DIRECTORS

All Directors are also encouraged to attend relevant training courses at the Company's expense. Each newly appointed Director receives a formal, comprehensive and tailored induction on the first occasion of his/her appointment to ensure that he/she has a proper understanding of the Company's operations and business and is fully aware of a director's responsibilities under applicable statues and common law, the Listing Rules, legal and other regulatory requirements and the Company's business and governance policies. The Company will from time to time provide briefings to all Directors to develop and refresh their knowledge and skills relating to their duties and responsibilities.

During the Year, according to the records provided by the Directors, the participation by each Director in the continuous professional development ("**CPD**") was recorded as follows:

	Attending training courses/ briefing/ seminars/ conference in relation to regulatory updates or industry	Reading materials relevant to the duties of Directors
Executive Directors		
Ms. Wang Kelly *(Chairperson)* *(appointed with effect from 4 September 2025)*	✓	✓
Ms. Ding Ziyi *(appointed with effect from 4 September 2025)*	✓	✓
Mr. Ho Chi Hong *(Chairman)* *(resigned with effect from 25 September 2025)*	✓	✓
Mr. Chang Tin Duk Victor *(resigned with effect from 25 September 2025)*	✓	✓
Non-Executive Director		
Mr. Law Ka Wing Eric *(resigned with effect from 25 September 2025)*	✓	✓
Independent Non-Executive Directors		
Mr. Lu Guoqiang *(appointed with effect from 25 September 2025)*	✓	✓
Ms. Xie Xiaolin *(appointed with effect from 25 September 2025)*	✓	✓
Mr. Lu Yanjun *(appointed with effect from 25 September 2025)*	✓	✓
Mr. Tam Tak Kei Raymond *(resigned with effect from 25 September 2025)*	✓	✓
Mr. Li Tao *(resigned with effect from 25 September 2025)*	✓	✓
Ms. Chen Yunxia *(resigned with effect from 25 September 2025)*	✓	✓
Mr. Chan Kwok Wing Kelvin *(resigned with effect from 29 November 2024)*		

SECURITIES TRANSACTIONS BY DIRECTORS

The Company adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the "**Model Code**") as set out in Appendix C3 of the Listing Rules as the codes of conduct regarding securities transactions by Directors and by relevant employees of the Group. All Directors have confirmed, following specific enquiries by the Company, that they fully complied with the Model Code and its code of conduct regarding the Directors' securities transactions during the Year.

REMUNERATION COMMITTEE

The Company established a remuneration committee in August 2019 with written terms of reference in compliance with the CG Code of the Listing Rules. The composition of the remuneration committee of the Company is as follows:

Executive Director:
Ms. Ding Ziyi *(appointed with effect from 25 September 2025)*

Independent Non-Executive Directors:
Mr. Lu Guoqiang *(Chairman) (appointed with effect from 25 September 2025)*
Ms. Xie Xiaolin *(appointed with effect from 25 September 2025)*
Ms. Chen Yunxia *(Chairperson) (resigned with effect from 25 September 2025)*
Mr. Tam Tak Kei Raymond *(resigned with effect from 25 September 2025)*
Mr. Li Tao *(resigned with effect from 25 September 2025)*
Mr. Chan Kwok Wing Kelvin *(Chairman) (resigned with effect from 29 November 2024)*

The primary duties of the remuneration committee of the Company are to make recommendations to the Board on the Company's policy and structure for all Directors' and senior management remuneration and on the establishment of a formal and transparent procedure for developing remuneration policy; review and approve the management's remuneration proposals and make recommendations to the Board on remuneration of non-executive Directors. The Directors are remunerated with reference to their respective duties and responsibility with the Company, the Company's performance, other companies in the industry in which the Group operates and current market practice. The remuneration committee of the Company adopted the model under the CG Code to determine, with the delegated responsibility, the remuneration packages of individual executive Director and senior management.

During the Year, the remuneration committee of the Company reviewed the Group's remuneration policy and structure; reviewed and approved the remuneration packages of the executive Directors and senior management of the Group and all disclosure statements in relation to the remuneration committee of the Company and the remuneration of the Directors including in annual report of the Company; recommended to the Board for approval of renewed letter of appointment for the INED (if any); reviewed and approved the remuneration packages of the executive Directors proposed to be appointed; and reviewed and made recommendations to the Board on the remuneration of the non-executive Director and INEDs who were proposed to be appointed.

Details of Directors' emoluments for the Year and the retirement benefit plan are disclosed in Note 11 and Note 27 to the consolidated financial statements respectively.

NOMINATION COMMITTEE

The Company established a nomination committee (the "**NC**") in August 2019 with written terms of reference in compliance with the CG Code of the Listing Rules. The composition of the NC is as follows:

Executive Directors:
Ms. Wang Kelly *(Chairperson) (appointed with effect from 25 September 2025)*
Mr. Ho Chi Hong *(Chairman) (resigned with effect from 25 September 2025)*

Independent Non-Executive Directors:
Mr. Lu Guoqiang *(appointed with effect from 25 September 2025)*
Mr. Lu Yanjun *(appointed with effect from 25 September 2025)*
Mr. Tam Tak Kei Raymond *(resigned with effect from 25 September 2025)*
Ms. Chen Yunxia *(resigned with effect from 25 September 2025)*
Mr. Chan Kwok Wing Kelvin *(resigned with effect from 29 November 2024)*

The primary duties of the NC are to review the structure, size and composition of the Board, consider *inter alia* the skills, knowledge, experience, length of service and the breadth of expertise of the Board as a whole; identify individuals suitably qualified to become Board members; assess the independence of INEDs; make recommendations to the Board on the appointment or re-appointment of Directors and formulate nomination policy for consideration of the Board.

The NC is to identify and evaluate a candidate for nomination to the Board for appointment or the shareholders of the Company for election, as a director of the Company. The NC shall consider a number of factors in making nominations, including but not limited to the following:

– Skills and experience: The candidate should possess the skills, knowledge and experience which are relevant to the operations of the Company and its subsidiaries;

– Diversity: Candidates should be considered on merit and against objective criteria, with due regard to the diversity perspectives set out in the board diversity policy of the Company and the balance of skills and experience in board composition;

– Commitment: The candidate should be able to devote sufficient time to attend board meetings and participate in induction, trainings and other board associated activities. In particular, if the proposed candidate will be nominated as an INED and will be holding his/her seventh (or more) listed company directorship, the NC should consider the reason given by the candidate for being able to devote sufficient time to the Board;

– Standing: The candidate must satisfy the Board and the Stock Exchange that he/she has the character, experience and integrity, and is able to demonstrate a standard of competence commensurate with the relevant position as a Director; and

– Independence: The candidate to be nominated as an INED must satisfy the independence criteria set out in the Listing Rules.

If the NC determines that an additional or replacement Director is required, the NC may take such measures that it considers appropriate in connection with its identification and evaluation of a candidate. The NC may propose to the Board a candidate recommended or offered for nomination by a shareholder of the Company as a nominee for election to the Board. On making recommendation, the NC may submit the candidate's personal profile to the Board for consideration. The Board may appoint the candidate(s) as Director(s) to fill a casual vacancy(ies) or as an addition to the Board or recommend such candidate to shareholders for election or re-election (where appropriate) at the general meeting.

All Directors are subject to retirement by rotation and re-election at the annual general meeting of the Company in accordance with the Articles of Association.

According to Articles 84(1)–(2) of the Articles of Association, at each annual general meeting of the Company one-third of the Directors for the time being (or, if their number is not a multiple of three, the number nearest to but not less than one-third) shall retire from office by rotation provided that every Director shall be subject to retirement at an annual general meeting of the Company at least once every three years. A retiring Director shall be eligible for re-election and shall continue to act as a Director throughout the meeting at which he retires. The Directors to retire by rotation shall include (so far as necessary to ascertain the number of Directors to retire by rotation) any Director who wishes to retire and not to offer himself for re-election. Any further Directors so to retire shall be those of the other Directors subject to retirement by rotation who have been longest in office since their last re-election or appointment and so that as between persons who became or were last re-elected Directors on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot. Any Director appointed by the Board pursuant to Article 83(3) of the Articles of Association shall not be taken into account in determining which particular Directors or the number of Directors who are to retire by rotation.

According to Article 83(3) of the Articles of Association, the Directors shall have the power from time to time and at any time to appoint any person as a Director either to fill a casual vacancy on the Board or as an addition to the existing Board. Any Director so appointed shall hold office only until the first annual general meeting of the Company after his appointment and shall then be eligible for re-election.

During the Year, the NC reviewed the structure, size and composition of the Board; assessed the independence of INEDs; recommended the Directors for re-election at annual general meeting of the Company; reviewed and approved all disclosure statements in relation to the NC including in annual report of the Company; and reviewed and made recommendations to the Board on the appointment of executive Directors, non-executive Director and independent non-executive Directors.

AUDIT COMMITTEE

The Company established an audit committee in August 2019 with written terms of reference in compliance with the CG Code of the Listing Rules.

Independent Non-Executive Directors:
Ms. Xie Xiaolin *(Chairperson) (appointed with effect from 25 September 2025)*
Mr. Lu Guoqiang *(appointed with effect from 25 September 2025)*
Mr. Lu Yanjun *(appointed with effect from 25 September 2025)*
Mr. Tam Tak Kei Raymond *(Chairman) (resigned with effect from 25 September 2025)*
Mr. Li Tao *(resigned with effect from 25 September 2025)*
Ms. Chen Yunxia *(resigned with effect from 25 September 2025)*
Mr. Chan Kwok Wing Kelvin *(resigned with effect from 29 November 2024)*

The primary duties of the audit committee of the Company are to review the risk management and internal control systems of the Group, the Group's financial and accounting policies and practices and the financial statements and reports of the Company and the external auditors' fees; and discuss the scope of audit with the auditor.

During the Year, the audit committee of the Company reviewed the Group's audited annual results for the year ended 30 September 2025, the unaudited interim results for the six months ended 31 March 2025 and the accounting principles and practices adopted by the Group; discussed with the management of the Company on auditing, risk management and internal control systems and financial reporting matters of the Group; and reviewed and approved all disclosure statements in relation to the audit committee of the Company including in annual report of the Company.

DIRECTORS' RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for overseeing the preparation of the consolidated financial statements which give a true and fair view of the financial position of the Group on a going concern basis and which are in compliance with the relevant accounting standard and principles, applicable laws and disclosure provisions of the Listing Rules. The Directors are not aware of any material uncertainties relating to events or conditions which may cast significant doubt upon the Group's ability to continue as a going concern.

AUDITOR AND THEIR REMUNERATION

The statement of the auditor of the Company about their reporting responsibilities on the Group's financial statements for the Year is set out in the section headed "Independent Auditors' Report" of this annual report. During the Year, remuneration paid and payable to the current auditors of the Group are approximately S$131,000 in respect of the annual audit services and nil in respect of the non-audit services.

BOARD DIVERSITY POLICY

The Company adopted a board diversity policy (the "**Board Diversity Policy**") to continuously seek to enhance the effectiveness of its Board by maintaining the highest standards of corporate governance and recognising and embracing the benefits of diversity in the boardroom. The Company endeavours to ensure that its Board has the appropriate balance of skills, experience and diversity of perspectives that are required to support the execution of its business strategy and to maximise the Board's effectiveness.

The Company sees diversity as a wide concept and believes that a diversity of perspectives can be achieved through consideration of a number of factors, including skills, regional and industry experience, background, race, gender and other qualities etc. In forming its perspective on diversity, the Company will also take into account factors based on its own business model and specific needs from time to time.

Board appointments will continue to be made on a merit basis and candidates will be considered against objective criteria, with due regard for the benefits of diversity on the Board. The Board believes that such merit-based appointments will best enable the Company to serve its shareholders and other stakeholders going forward. The Board will give adequate consideration to the Board Diversity Policy when it identifies suitably qualified candidates to become members of the Board.

The Board will review the Board Diversity Policy on a regular basis to ensure its continued effectiveness. The Company has also taken, and will continue to take steps to promote gender diversity at all levels of the Company, including but not limited to the Board and senior management levels.

The Board currently comprises two male Directors and three female Directors. The Board is of the view that the existing gender diversity in respect of the Board is sufficient, and that the Board Diversity Policy and the nomination policy of the Company can ensure that there will be a pipeline of potential successors to the Board which continues the existing gender diversity in the Board.

The Company has also taken, and continues to take, steps to promote diversity at all levels of its workforce (including senior management). Opportunities for employment, training and career development are equally opened to all eligible employees without discrimination. As at 30 September 2025, the gender ratio of the Group's workforce (including senior management) was 93% male and 7% female.

RISK MANAGEMENT AND INTERNAL CONTROL

The Company is aiming to develop a sound and good internal control system and build risk awareness and control responsibility into the Group. The Board acknowledges its responsibility for maintaining a sound and effective risk management and internal control systems in order to safeguard the interests of the shareholders and the assets of the Company against unauthorised use or disposition, ensuring maintenance of proper books and records for the provision of reliable financial information, and ensuring compliance with the relevant rules and regulations. The Board is responsible for reviewing the effectiveness and adequacy of the Group's risk management and internal control systems.

The Group has written down the internal control processes in the Company's Standard Operating Procedures and Policies. Written policies and procedures with defined limits of delegated authority facilitates effective segregation of duties and controls. The annual budget of the Group with financial targets provides a foundation for the allocation of Group's resources. Variance analyses are regularly performed and reported to the managements and the Board in order to identify deficiencies and enable timely remedial actions. The annual budgeting and planning process have been refined to take into consideration of risk factors. All operating units prepared with their operating plans are required to identify material risks which may have impact on the achievement of business objectives. Action items to mitigate the identified risks are developed for implementation. The Group's risk management and internal control systems are designed to manage rather than eliminate the risk of failure to achieve business objectives and can only provide reasonable and not absolute assurance against material misstatement or loss.

The procedures and internal controls of the Company for handling and dissemination of inside information includes conducting the affairs of the Company with close regard to the Guidelines on Disclosure of Inside Information published by Securities and Futures Commission and the Listing Rules and reminding the Directors and employees of the Group regularly about due compliance with all policies regarding the inside information.

Risk management and internal control systems are reviewed on an annual basis. During the Year, the Board reviewed the effectiveness of the Group's risk management and internal control systems. The Company considered the Group's risk management and internal control systems are effective and adequate.

Although the Group does not have an internal audit function within the Group, the Company engaged external consultants to carry out internal audit function and had during the Year conducted review of the effectiveness of the Group's risk management and internal control systems and reported the findings to the audit committee of the Company.

COMPANY SECRETARY

During the year, the Company engaged Ms. Fung Mei Ling, who has been working with Acclime Corporate Services Limited which amalgamated with BPO Global Services Limited, as company secretary of the Company (the "**Company Secretary**") and resigned with effect from 31 March 2025. Its primary corporate contact person at the Company was Mr. Law Ka Wing Eric ("**Mr. Law**"), the non-executive Director of the Company who resigned with effect from 25 September 2025.

Mr. Law was appointed as the Company Secretary with effect from 31 March 2025 and resigned with effect from 25 September 2025.

The Company has engaged Ms. Leong Kai Weng Subrina ("**Ms. Leong**"), who has been working with Synergy Morton Corporate Services Limited ("**Synergy Morton**"), and Ms. Ding Ziyi ("**Ms. Ding**"), the executive Director as its joint company secretaries with effect from 25 September 2025. Taking into account her dual capacity as an executive Director as well and after carefully assessing her overall time commitments upon assuming her roles, Ms. Ding resigned from the position of joint Company Secretary with effect from 16 October 2025, and Ms. Leong remained in office and act as the sole Company Secretary with effect from 16 October 2025. Ms. Leong and Synergy Morton's primary contact person at the Company was Ms. Ding, the executive Director.

SHAREHOLDERS' RIGHTS

Pursuant to the Articles of Association, any one or more shareholders of the Company (the "**Shareholder(s)**") holding at the date of deposit of the requisition not less than one-tenth of the voting rights at general meetings of the Company on a one vote per share basis, shall at all times have the right, by written requisition to the Board or the Company Secretary, to require an extraordinary general meeting to be called by the Board for the transaction of any business or resolution specified in such requisition or to add resolution to the agenda of a general meeting; and such meeting shall be held within two months after the deposit of such requisition. If within twenty-one days of such deposit the Board fails to proceed to convene such meeting the requisitionist(s) himself (themselves) may do so in the same manner.

The Shareholders who wish to move a resolution may request the Company to convene a general meeting following the procedures set out in the preceding paragraph. The written requisition should be signed by the requisitionist(s) and deposited at the Company's principal place of business in Hong Kong, specifying the Shareholders' contact details and the resolution intended to be put forward at general meeting.

For including a resolution to propose a person for election as a Director at general meeting of the Company, the Shareholders are requested to follow the Articles of Association. A written notice signed by a Shareholder (other than the person to be proposed) duly qualified to attend and vote at the meeting for which such notice is given of his intention to propose such person for election and also a written notice signed by the person to be proposed of his willingness to be elected shall have been lodged at the Company's principal place of business in Hong Kong or at the Hong Kong branch share registrar and transfer office of the Company provided that such notices must be lodged with the Company at least fourteen days prior to the date of the general meeting of election but no earlier than the day after despatch of the notice of the general meeting appointed for such election. The written notice must state that person's biographical details as required by Rule 13.51(2) of the Listing Rules. The procedures for the Shareholders to propose a person for election as a Director are posted on the Company's website.

The Shareholders should direct their questions about their shareholdings to the Company's branch share registrar and transfer office in Hong Kong. The Shareholders may at any time make a request for the Company's information to the extent such information is publicly available. The Shareholders may also make enquiries to the Board by writing to the Company Secretary at the Company's principal place of business in Hong Kong at 18/F., Ovest, 77 Wing Lok Street, Sheung Wan, Hong Kong.

INVESTOR RELATIONS

The objective of the Shareholders' communication is to provide the Shareholders with information about the Company and enabling them to engage actively with the Company and exercise their rights as the Shareholders in an informed manner. Effective and timely dissemination of information to the Shareholders shall be ensured at all times.

Information shall be communicated to the Shareholders mainly through the Company's financial reports (half-year and annual reports), annual general meetings and other general meetings that may be convened, as well as by making available all the corporate communication documents submitted to the Stock Exchange on the Company website and the Stock Exchange website. Information on the Company website (www.singtec.com.sg) is updated on a regular basis.

Upon reviewing the implementation and effectiveness of the Shareholders' communication policy of the Company, the Board considers the policy and its implementation are effective as the policy provides effective channels for the Shareholders to communicate their views with the Company and the Company complied with the principles and required practices as set out in the policy during the Year.

During the Year, there had been no significant change in the Company's constitutional documents.

Report of the Directors

The Directors present their annual report and the audited consolidated financial statements of the Group for the year ended 30 September 2025.

CORPORATE REORGANISATION

The Company was incorporated with limited liability in the Cayman Islands on 17 September 2018. Pursuant to a reorganisation scheme (the "**Reorganisation**") to rationalise the structure of the Group in preparation for the public listing of the Company's shares on the Stock Exchange, the Company became the holding company of the companies now comprising the Group on 18 December 2018. The shares of the Company were listed on the Stock Exchange with effect from 19 September 2019 by way of share offer.

PRINCIPAL ACTIVITIES

The Company is an investment holding company and the Group is principally engaged in provision of construction services primarily including (i) civil engineering works e.g. road works, earthworks, drainage works, earth retaining stabilising structures works and soil improvement works; (ii) building construction works mainly for industrial buildings which include substructure works, piling works, addition and alteration works and electrical and mechanical works; and (iii) other ancillary services which include logistics and transportation services of construction materials (collectively referred to as "**Construction services**"), and properties investment business including residential and industrial properties leasing ("**Property investment**"). Details of the principal activities of the subsidiaries and joint venture of the Group are set out in Note 33 and 17 to the consolidated financial statements, respectively. There were no significant changes to the Group's principal activities during the year ended 30 September 2025.

RESULTS/BUSINESS REVIEW

The results of the Group for the year ended 30 September 2025 and financial position of the Group as at 30 September 2025 are set out in the sections headed "Consolidated Statement of Profit or Loss and Other Comprehensive Income" and "Consolidated Statement of Financial Position" of this annual report.

A review of the business of the Group as well as discussion and analysis of the Group's performance during the year and the material factors underlying its financial performance and financial position can be found in sections headed "Chairperson's Statement", "Management Discussion and Analysis" and "Corporate Governance Report" of this annual report. The review forms part of this report of the Directors.

COMPLIANCE WITH LAWS AND REGULATIONS

During the year ended 30 September 2025, as far as the Directors are aware, the Company did not have any non-compliance with relevant laws and regulations that is material or systemic in nature.

ENVIRONMENTAL POLICIES AND PERFORMANCE

The Board has overall responsibility for the Group's environmental, social and governance strategy and reporting. The Board is responsible for the Group's ESG risk management and internal control systems to ensure that the ESG strategies and reporting requirements are met. Detailed information on the environmental, social and governance practices adopted by the Group is set out in the section headed "Environmental, Social and Governance Report" ("**ESG Report**") of this annual report.

SHARE CAPITAL

Details of movements in the share capital of the Company during the year are set out in Note 26 to the consolidated financial statements.

RESERVES

Details of movements in the reserves of the Group and the Company during the year are set out in the "Consolidated Statement of Changes in Equity" and Note 29 to the consolidated financial statements of this annual report, respectively.

DISTRIBUTABLE RESERVES

As at 30 September 2025, the Company had distributable reserves to Shareholders of approximately S$6.5 million (as at 30 September 2024: approximately S$7.2 million), which represents the share premium net of accumulated losses.

DIVIDEND POLICY

The Company adopted a dividend policy which aims to set out the principles and guidelines that the Company intends to apply in relation to the declaration, payment or distribution of its profits, realised or unrealised, or from any reserve set aside from profits which the Directors determine is no longer needed, as dividends to the Shareholders. The Board adopted the dividend policy that, in recommending or declaring dividends, the Company shall maintain adequate cash reserves for meeting its working capital requirements and future growth as well as its Shareholder value.

The Company does not have any pre-determined dividend distribution ratio. The Board has the discretion to declare and distribute dividends to the Shareholders, subject to the provisions of the Articles of Association and all applicable laws and regulations and the factors set out below.

The Board shall also take into account the factors of the Group when considering the declaration and payment of dividends such as operations, earnings, financial condition, cash requirements and availability, capital expenditure, future development requirements, business conditions and strategies, interests of shareholders, any restrictions on payment of dividends, and any other factors that the Board may consider relevant.

Depending on the financial conditions of the Group and the conditions and factors as set out above, dividends may be proposed and/or declared by the Board for a financial year or period as interim dividend, final dividend, special dividend, and any distribution of profits that the Board may deem appropriate. The Company may declare and pay dividends by way of cash or scrip or by other means that the Board considers appropriate. Any dividend unclaimed shall be forfeited and shall revert to the Company in accordance with the Articles of Association.

DIVIDEND

The Board has resolved not to recommend the declaration of a final dividend for the year ended 30 September 2025 (2024: Nil).

PRINCIPAL RISKS AND UNCERTAINTIES

The principal risks and uncertainties facing the Group are set out in the section headed "Management Discussion and Analysis" of this annual report.

PRE-EMPTIVE RIGHTS

There are no provisions for pre-emptive rights under the Company's Articles of Association or the laws of the Cayman Islands, the jurisdiction in which the Company was incorporated, which would oblige the Company to offer new shares on a pro rata basis to existing Shareholders.

TAX RELIEF

The Directors are not aware of any relief from taxation available to existing Shareholders by reason of their holding of the Shares.

EQUITY-LINKED AGREEMENTS

Save for the Share Option Scheme (as defined in Note 36 to the consolidated financial statements), the Company did not enter into any equity-linked agreement during the year or subsisted at the end of the year ended 30 September 2025.

PROPERTY, PLANT AND EQUIPMENT

Details of movements in property, plant and equipment of the Group during the year ended 30 September 2025 are set out in Note 14 to the consolidated financial statements.

SUBSIDIARIES

Details of subsidiaries of the Company during the year ended 30 September 2025 are set out in Note 33 to the consolidated financial statements.

CORPORATE GOVERNANCE

Information on the corporate governance practices adopted by the Company is set out in the section headed "Corporate Governance Report" of this annual report.

ANNUAL GENERAL MEETING ("AGM")

The forthcoming AGM will be held on 18 March 2026.

DIRECTORS

The directors of the Company during the financial year and up to the date of this annual report were:

Executive Directors
Ms. Wang Kelly *(Chairperson) (appointed with effect from 4 September 2025)*
Ms. Ding Ziyi *(appointed with effect from 4 September 2025)*
Mr. Ho Chi Hong *(Chairman) (resigned with effect from 25 September 2025)*
Mr. Chang Tin Duk Victor *(resigned with effect from 25 September 2025)*

Non-Executive Director
Mr. Law Ka Wing Eric *(resigned with effect from 25 September 2025)*

Independent Non-Executive Directors
Mr. Lu Guoqiang *(appointed with effect from 25 September 2025)*
Ms. Xie Xiaolin *(appointed with effect from 25 September 2025)*
Mr. Lu Yanjun *(appointed with effect from 25 September 2025)*
Mr. Tam Tak Kei Raymond *(resigned with effect from 25 September 2025)*
Mr. Li Tao *(resigned with effect from 25 September 2025)*
Ms. Chen Yunxia *(resigned with effect from 25 September 2025)*
Mr. Chan Kwok Wing Kelvin *(resigned with effect from 29 November 2024)*

In accordance with Article 83(3) of the Articles of Association, Ms. Wang Kelly, Ms. Ding Ziyi, Mr. Lu Guoqiang, Ms. Xie Xiaolin and Mr. Lu Yanjun shall hold office only until the first annual general meeting of the Company after their appointment and, being eligible, will offer themselves for election at the forthcoming AGM.

The Company received annual confirmation of independence from each of the INEDs as required under Rule 3.13 of the Listing Rules. The Company considered all INEDs to be independent.

Biographical information of the Directors and the senior management of the Group are set out in the section headed "Biography of Directors and Senior Management" of this annual report.

DIRECTORS' SERVICE CONTRACT

Each of the executive Directors has entered into a service agreement with the Company for a term of three years. Each of the independent non-executive Directors has entered into a letter of appointment with the Company for a term of three years. All of them are subject to retirement by rotation and re-election at the AGM in accordance with the Articles of Association. Their emoluments were determined by the Board by reference to their experience, responsibilities and duties with the Company, the prevailing market condition and shall be reviewed annually by the Remuneration Committee of the Company with reference to their performances. The details of the remuneration of each of the Directors are disclosed in note 11 to the consolidated financial statements.

None of the Directors, including those re-elected at the AGM, has a service contract or letter of appointment with the Company or any of its subsidiaries which is not determinable by the employing company within one year without the payment of compensation (other than statutory compensation).

PERMITTED INDEMNITY PROVISION

Pursuant to the Company's Articles of Association, every Director or other officers of the Company shall be indemnified and secured harmless out of the assets of the Company from and against all actions, costs, charges, losses, damages and expenses which they or any of them, their or any of their executors or administrators, shall or may incur or sustain by reason of any act done, concurred in or omitted in or about the execution of their duty or supposed duty in their respective offices or trusts, except such (if any) as they shall incur or sustain through their own fraud or dishonesty.

The Company has taken out and maintained Directors' and officers' liability insurance that provides appropriate cover for the Directors and officers of the Group during the year ended 30 September 2025.

DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS AND SHORT POSITIONS IN THE SHARES, UNDERLYING SHARES AND DEBENTURES OF THE COMPANY AND ITS ASSOCIATED CORPORATIONS

As at 30 September 2025, the interests and short positions of the Directors and chief executives of the Company in the shares, underlying shares and debentures of the Company or its associated corporations (within the meaning of Part XV of the SFO) which were notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they are taken or deemed to have under such provisions of the SFO) or which were required, pursuant to Section 352 of the SFO, to be entered in the register referred to therein or which were required to be notified to the Company and the Stock Exchange pursuant to the Model Code as set out in Appendix C3 of the Listing Rules were as follows:

(a) Long positions in the shares of HK$0.01 each of the Company (the "Shares")

Name of Director	Nature of interest	Number of Shares held	Percentage of issued share capital
Ms. Wang Kelly ("**Ms. Wang**") *(Note)*	Interest in controlled corporation	360,000,000	75%

Note: 360,000,000 Shares are held by Ever Realm Capital Limited ("**Ever Realm**") which is wholly-owned by Ms. Wang. By virtue of the SFO, Ms. Wang is deemed to be interested in the Shares held by Ever Realm.

(b) *Long positions in the shares of associated corporations*

Name of Director	Name of associated corporation	Nature of interest	Percentage of interest in associated corporation
Ms. Wang *(Note)*	Ever Realm	Beneficial owner	100%

Note: The Company is owned as to 75% by Ever Realm. Ever Realm is wholly-owned by Ms. Wang.

Save as disclosed above, as at 30 September 2025, none of the Directors or chief executives of the Company had any interests or short positions in any shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) which were notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests or short positions which they are taken or deemed to have under such provisions of the SFO), or which were required, pursuant to Section 352 of the SFO, to be entered in register referred to therein, or which were required to be notified to the Company and the Stock Exchange pursuant to the Model Code as set out in Appendix C3 of the Listing Rules.

SUBSTANTIAL SHAREHOLDERS' INTERESTS AND SHORT POSITIONS IN THE SHARES AND UNDERLYING SHARES OF THE COMPANY

As at 30 September 2025, the following persons had interests or short positions in the shares and underlying shares of the Company which were notified to the Company and the Stock Exchange pursuant to Divisions 2 and 3 of Part XV of the SFO and entered in the register maintained by the Company pursuant to Section 336 of the SFO were as follows:

Long positions in the Shares

Name of shareholder	Nature of interest	Number of Shares held	Percentage of issued share capital
Ever Realm *(Note)*	Beneficial owner	360,000,000	75%
Ms. Wang *(Note)*	Interest in controlled corporation	360,000,000	75%

Note: 360,000,000 Shares are held by Ever Realm which is wholly-owned by Ms. Wang. By virtue of the SFO, Ms. Wang is deemed to be interested in the Shares held by Ever Realm.

Save as disclosed above, as at 30 September 2025, the Company had not been notified by any persons who had interests or short positions in the shares or underlying shares of the Company which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which were recorded in the register maintained by the Company pursuant to Section 336 of the SFO.

PURCHASE, SALE OR REDEMPTION OF THE LISTED SECURITIES OF THE COMPANY

During the year ended 30 September 2025, neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's listed securities (including sale of treasury shares of the Company).

SHARE OPTION SCHEME

The principal terms of the Share Option Scheme conditionally adopted under the written resolutions of the sole Shareholder passed on 23 August 2019 are set out below:

(1) Purpose

The Share Option Scheme is a share incentive scheme and is established to recognise and motivate the contributions that Participants (as defined below) have made or may make to the Group. The Share Option Scheme will give the Participants an opportunity to have a personal stake in the Company and will help achieve the following objectives:

(a) motivate the Participants to optimise their performance and efficiency; and

(b) attract and retain the Participants whose contributions are important to the long-term growth and profitability of the Group.

(2) Determination of Eligibility

"Participants" refer to:

(a) any full-time or part-time employee of any member of the Group;

(b) any consultant or adviser of any member of the Group;

(c) any director (including executive, non-executive or independent non-executive directors) of any member of the Group;

(d) any substantial shareholder of the Group; and

(e) any distributor, contractor, supplier, agent, customer, business partner or service provider of any member of the Group,

and for the purposes of the Scheme, the Options may be granted to any company wholly owned by one or more persons belonging to any of the above classes of Participants. For avoidance of doubt, the grant of any options of the Company for the subscription of Shares or any other securities of the Group to any person who fall within any of the above classes of Participants shall not, by itself, unless the Board otherwise determined, be construed as a grant of Option under this Scheme. The basis of eligibility of any Participant to be granted any option shall be determined by the Directors (or as the case may be, the independent non-executive Directors) from time to time on the basis of his contribution or potential contribution to the development and growth of the Group.

(3) Total Number of Shares Available for Issue

A maximum of 48,000,000 Shares, being 10% of the total number of Shares in issue as at the date of this annual report, may be issued upon exercise of all options to be granted under the Share Option Scheme.

(4) Maximum Entitlement of Each Eligible Person

No option shall be granted to any Eligible Participant which, if exercised in full would result in the total number of the Shares issued and to be issued upon exercise of the options already granted or to be granted to such Eligible Participant under the Share Option Scheme (including exercised, cancelled and outstanding share options) in any 12-month period up to and including the date of such grant exceeding 1% in aggregate of the Shares in issue as at the date of such grant. Any grant of further options above this limit shall be subject to the following requirements:

(a) approval of the Shareholders of the Company at general meeting, with such Eligible Participant and its close associates (or its associates if such Eligible Participant is a connected person) abstaining from voting;

(b) a circular in relation to the proposal for such further grant must be sent by the Company to its Shareholders with such information from time to time as required by the Listing Rules;

(c) the number and terms of the options to be granted to such proposed grantee shall be fixed before the Shareholders' approval mentioned in (a) above; and

(d) for the purpose of calculating the minimum exercise price for the Shares in respect of the further options proposed to be so granted, the date of board meeting for proposing such grant of further options shall be taken as the date of offer of such options.

(5) Option Period

An option may be exercised in accordance with the terms of the Share Option Scheme at any time during a period as the Directors may in their absolute discretion determine which shall not exceed 10 years from the offer date subject to the provisions of early termination thereof, and provided that the Directors may in their discretion determine the minimum period for which an Option has to be held or other restrictions before its exercise.

(6) Minimum Vesting Period

No minimum period for which an option must be held before the exercise of any option save as otherwise imposed by the Board in the relevant offer of options.

(7) Payment on Acceptance of the Option

Participants of the Share Option Scheme are required to submit to the Company a duly signed offer letter within 7 days from the offer date together with a payment in favour of the Company of HK$1.00 per option as the consideration of the grant.

(8) Basis of Determining the Exercise Price

The subscription price of a Share in respect of any particular option granted under the Share Option Scheme shall be such price as determined by the Board, and shall be at least the highest of:

(a) the closing price of the Shares as stated in the Stock Exchange's daily quotations sheet on the date (the "**Offer Date**"), which must be a business day, on which the Board passes a resolution approving the making of an offer of grant of an option to a Participant;

(b) the average of the closing prices of the Shares as stated in the Stock Exchange's daily quotation sheets for the five business days immediately preceding the Offer Date; and

(c) the nominal value of a Share on the Offer Date.

(9) Remaining Life

Subject to any prior termination by the Company in a general meeting or by the Board, the Share Option Scheme shall be valid and effective for a period of ten years commencing on the date of adoption of the Share Option Scheme, after which period no further options shall be granted. All options granted and accepted and remaining unexercised immediately prior to the expiry of the Share Option Scheme shall continue to be valid and exercisable in accordance with the terms of the Share Option Scheme. As at 30 September 2025, the remaining life of the Share Option Scheme was approximately 3 years 11 months. Since the adoption of the Share Option Scheme, no option has been granted under the Share Option Scheme. Therefore, no option was exercised or cancelled or has lapsed during the year ended 30 September 2025 and there was no outstanding option as at 30 September 2025.

DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

At no time during the year ended 30 September 2025 and up to the date of this annual report was the Company or any of its subsidiaries a party to any arrangement to enable the Directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any body corporate with the exception of granting of share options to subscribe for Shares under the Share Option Scheme.

DIRECTORS' INTEREST IN COMPETING BUSINESS

As at the date of this annual report, none of the Directors, the controlling Shareholders or their respective close associates is interested in a business apart from the Group's business which competes or is likely to compete, directly or indirectly, with the Group's business pursuant to Rule 8.10 of the Listing Rules.

DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS AND CONTRACTS OF SIGNIFICANCE

Save as disclosed in the paragraph headed "Connected Transaction" and the related party transactions disclosed in Note 32 to the consolidated financial statements, there were no other transactions, arrangements or contract of significance, to which the Company or any of its subsidiaries or its holding company was a party and in which a Director or an entity connected with a Director of the Company had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year ended 30 September 2025.

CONTROLLING SHAREHOLDERS' INTEREST IN CONTRACTS OF SIGNIFICANCE

Save as otherwise disclosed, no contract of significance to which the Company or any of its subsidiaries was a party, and in which the controlling shareholders of the Company or any of their subsidiaries had a material interest, either directly or indirectly, subsisted at the end of the year or at any time during the year ended 30 September 2025.

MANAGEMENT CONTRACTS

No contracts concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed during the year ended 30 September 2025 and up to the date of this annual report.

CONNECTED TRANSACTION

During the year ended 30 September 2025, there were no connected transactions or continuing connected transactions of the Company under Chapter 14A of the Listing Rules which are required to comply with any of the reporting, announcement or independent shareholders' approval requirements under the Listing Rules.

RELATED PARTY TRANSACTIONS

Details of the significant related party transactions undertaken in the normal course of business are set out in the Note 32 to the consolidated financial statements. These transactions did not fall under the definition of connected transactions or continuing connected transactions, which are required to comply with the disclosure requirements in accordance with Chapter 14A of the Listing Rules.

RETIREMENT BENEFIT PLAN

Details of the retirement benefit plan of the Group for the year ended 30 September 2025 are set out in Note 27 to the consolidated financial statements.

EMOLUMENTS OF THE DIRECTORS AND THE FIVE HIGHEST PAID INDIVIDUALS

Details of the emoluments of the Directors and the five highest paid individuals of the Group during the years ended 30 September 2025 and 30 September 2024 are set out in Note 11 to the consolidated financial statements.

MAJOR CUSTOMERS AND SUPPLIERS

For the year ended 30 September 2025, the aggregate purchases attributable to the Group's largest supplier and the five largest suppliers (including the subcontractors) in aggregate accounted for approximately 17.6% and 38.2% (2024: approximately 12.6% and 44.3%) respectively of the Group's total purchases. For the year ended 30 September 2025, revenue attributable to the Group's largest customer and the five largest customers in aggregate accounted for approximately 20.2% and 73.1% (2024: approximately 13.6% and 58.6%) respectively of the Group's total revenue. To the best of the Directors' knowledge, none of the Directors and none of the Shareholders (which, to the best knowledge of the Directors, owns more than 5% of the Company's issued share capital) and none of their respective close associates had any material beneficial interest in the Group's five largest customers or suppliers during the years.

RELATIONSHIP WITH CUSTOMERS, SUPPLIERS AND EMPLOYEES

Customers

The Group has maintained good relationships with its major customers and suppliers. The Group values the relationships with its customers as it believes that maintaining good relationships with them is crucial to the success of the business. The long-term working relationship can help the Group to understand the demands of its customers in a timely manner and also increase its visibility in the construction industry in Singapore. Directors consider that maintaining good relationships with its customers would increase the chance of being invited to tender or quote for the forthcoming projects, which is conducive to securing a steady stream of projects for the Group. The Group strives to monitor manpower, machinery and material distribution in all projects in response to the customers' demands.

Suppliers and subcontractors

The Group has established stable business relationships with its suppliers and subcontractors which is essential to the smooth operation of the Group's business, as the Directors consider that timely delivery of construction materials and provision of labour assistance can enable the Group to meet the schedules of its customers. The Group has also maintained a list of approved suppliers and subcontractors which is periodically reviewed and updated based on the internal assessment of their performance, to ensure that all works performed by the suppliers and subcontractors satisfy the requirements of the relevant contract.

Employees

The Group maintains a cooperative and good relationship with its management and employees in providing competitive remuneration, staff welfare and benefits. In general, the Group reviews and determines the remuneration packages of its employees on a periodical basis by reference to, among other things, the market level of salaries paid by comparable companies, the respective responsibilities of its employees and the performance of the employees and the Group.

CHANGES IN SHAREHOLDING AND SUFFICIENCY OF PUBLIC FLOAT

On 29 July 2025, a sale and purchase agreement (the "**Sale and Purchase Agreement**") in relation to the sale and purchase of 360,000,000 shares of the Company (the "**Sale Share(s)**"), representing 75.0% of the total issued share capital of the Company, was entered into among Ever Realm Capital Limited ("**Ever Realm Capital**") (as purchaser), Alpine Treasure Limited ("**Alpine Treasure**") (as vendor) for a total cash consideration of HK$222,800,000 (representing approximately HK$0.6189 per Sale Share). Ever Realm Capital is wholly owned by Ms. Wang Kelly ("**Ms. Wang**"). As at the date of the Sale and Purchase Agreement, Ms. Wang held no interests in any shares of the Company.

The sale and purchase of the Sale Shares was completed on 8 August 2025. Immediately following the completion, Ever Realm Capital and parties acting in concert with it owned 360,000,000 shares in the Company, representing approximately 75.0% of the total issued share capital of the Company. Ever Realm Capital was therefore required to make a mandatory unconditional cash offer for all the issued shares in the Company (the "**Offer Share(s)**") not already owned by it and parties acting in concert with it, pursuant to the Hong Kong Code on Takeovers and Mergers. Huatai Financial Holdings (Hong Kong) Limited, on behalf of Ever Realm Capital, made the offer (the "**Offer**") to acquire all the Offer Shares on the basis of HK$0.6189 in cash for each Offer Share.

The Offer was closed on 25 September 2025 (the "**Closing Date**"). Ever Realm Capital had received valid acceptances in respect of a total of 6,000 Offer Shares under the Offer, representing approximately 0.001% of the total issued share capital of the Company as at the Closing Date. Accordingly, Ever Realm Capital and parties acting in concert with it were interested in 360,006,000 shares in the Company immediately after the close of the Offer, representing approximately 75.001% of the total issued share capital of the Company. Accordingly, the Company did not satisfy the minimum public float requirement of 25% as set out in Rule 8.08(1)(a) and 13.32(1) of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "**Listing Rules**") immediately after the close of the Offer. The Company applied to the Stock Exchange for a temporary waiver from strict compliance with Rule 8.08(1)(a) and 13.32(1) of the Listing Rules for the period from the Closing Date to 26 September 2025 (both days inclusive) (the "**Waiver Period**") to allow Ever Realm Capital to restore the minimum public float of the Company. On 30 September 2025, the Stock Exchange granted the Company a temporary waiver from strict compliance with Rule 8.08(1)(a) and 13.32(1) of the Listing Rules during the Waiver Period.

On 26 September 2025, Ever Realm Capital disposed of an aggregate of 6,000 shares of the Company, representing approximately 0.001% of the total issued share capital of the Company, in the open market to independent third parties. Accordingly, the minimum public float of the Company of 25% of the total number of shares in issue as required under Rule 8.08(1)(a) and 13.32(1) of the Listing Rules has been restored.

Save as disclosed above, based on the information that is publicly available to the Company and within the knowledge of the Directors, the Directors confirmed that the Company has maintained a sufficient amount of public float for its shares as required under the Listing Rules during the year ended 30 September 2025 and up to the date of this annual report.

AUDIT COMMITTEE

The audit committee of the Company has reviewed the audited consolidated results of the Group for the year ended 30 September 2025 and discussed with the management of the Company and HLB Hodgson Impey Cheng Limited ("**HLB**") on the accounting principles and practices adopted by the Group. The audit committee of the Company was of the view that the preparation of such results complied with the applicable accounting standards and requirements as well as the Listing Rules and that adequate disclosures have been made.

AUDITOR

The consolidated financial statements for the year ended 30 September 2025 have been audited by HLB. A resolution will be submitted at the forthcoming AGM to re-appoint HLB, being eligible and offering themselves for re-appointment as auditor of the Company.

EVENTS AFTER THE REPORTING PERIOD

Save as disclosed in Note 37 to the consolidated financial statements, the Directors are not aware of any significant event which had a material effect on the Group subsequent to 30 September 2025 and up to the date of this annual report.

On behalf of the Board
Ms. Wang Kelly
Chairperson and Executive Director
30 December 2025

BOARD STATEMENT

Dear Stakeholders,

The Company is pleased to present the Environmental, Social and Governance Report (the "**ESG Report**") of the Group for the year ended 30 September 2025, which outlines our commitment to creating a long-term sustainable future.

The Company believes that the key to our long-term growth is to build a sustainable business. Hence, the Board, Senior Management and the Group Sustainability Committee ("**Committee**") have taken the responsibility to ensure that sustainable practices have been incorporated into our business strategies, operations and practices, as well as to oversee and report on Environmental, Social and Governance ("**ESG**") issues that are relevant to the Group.

ESG Materiality

The Board has considered the sustainability topics and determined the material ESG factors that are crucial to the Group. This ESG Report plays an imperative role in helping us increase transparency, accountability and progress towards sustainable growth. The success of our sustainability journey requires collaboration and continuous support from our internal and external stakeholders.

Sustainability in the Future

In view of the challenging business environment and increased emphasis on sustainability and climate change, the Group remains committed to its sustainability efforts. The Group exhibited pro-active management and operational dexterity to deliver value to its stakeholders and safeguard the stakeholders' interests. The Group continues to place a heavy emphasis on ensuring the health and safety of our employees by implementing a series of safe workplace measures and working closely with dormitory service providers to ensure the well-being of all our workers and employees.

In our pursuit of excellence, we have also developed various management systems to continuously deliver high performance in areas such as craftsmanship, health and safety stewardship, environmental and social responsibility. These management systems have been accredited and are under constant review according to relevant international standards.

Acknowledgements

The success of our sustainability journey requires collaboration and continued efforts from all stakeholders. We would like to express our gratitude towards the management and staff of the Group for their boundless support and commitment to our sustainability goals. We aim to continue to create greater value for all our stakeholders in the year ahead.

On behalf of the Board,

Ms. Wang Kelly
Chairman and Executive Director

ABOUT THIS REPORT

Scope of Report

The ESG Report outlines the integration of sustainability into the Company's policies, operations and management, and highlights the ESG aspects of the Group's operations. In this report, stakeholders can find disclosures on our sustainability efforts, progress and targets as we strive towards greater value creation.

The ESG Report discloses all data, activities, related policies and initiatives for the core and material businesses, namely (i) civil engineering works; (ii) building construction works; and (iii) other ancillary services, which include logistics and transportation services of construction materials for the period from 1 October 2024 to 30 September 2025 (the "**Reporting Period**"), unless otherwise stated. It also discloses key performance indicators ("**KPIs**") of the corporate office and our construction projects[1]. The KPI data is gathered and reported for all subsidiaries under the Group's direct operational control, which includes, but is not limited to, Sing Tec Development Pte. Ltd., Sing Tec Construction Pte. Ltd. and Initial Resources Pte. Ltd.

The content of this ESG Report will focus on the sustainability performance, activities and initiatives that are under our direct control, including our Singapore offices and operations, our local supply chain, as well as all overseas activities directly associated with us. This report excludes joint ventures that are not directly under our control.

Through this report, the Group hopes to share its commitment in managing the impact on key ESG issues with its various stakeholders to achieve further progress in our efforts towards sustainable growth as we continue to refine our sustainability efforts in the coming years.

Reporting Standards and Principles

The ESG Report and all disclosures of KPI data are prepared in accordance with the ESG Reporting Guide (the "**ESG Reporting Guide**") as set out in Appendix C2 of the Listing Rules. There is no material change in the collection and computation of data presented in this report as compared to the ESG Report for the previous financial period.

Review and Approval

The Board acknowledges its responsibilities for ensuring the integrity of the ESG Report and, to the best of its knowledge, this report addresses all relevant material issues and fairly presents the ESG performance of the Group. The Board confirms that it has reviewed and approved the ESG Report on 30 December 2025.

Forward-looking Statements

This Report contains forward-looking statements based on the current expectations, estimates, projections, beliefs, and assumptions of the Group about the businesses and the markets in which it and its subsidiaries operate. The forward-looking statement is not a guarantee of future performance and is subject to market risks, uncertainties, and factors beyond the Group's control. Therefore, actual outcomes and returns may differ materially from the assumptions and statements in this Report.

Feedback

The Group respects all stakeholders' views on the ESG Report. As part of our continuous efforts to improve the report, we also welcome stakeholders to submit their feedback to info@singtec.com.sg or info@cngc.asia.

[1] During the Reporting Period, there are approximately 31 projects that commenced or are ongoing. All ESG KPIs and data disclosed in this ESG Report are for all construction projects commenced or ongoing during the Reporting Period, unless otherwise stated.

THE ESG GOVERNANCE STRUCTURE

ESG Mission Statement

The Group strives to integrate ESG considerations across our construction activities and in our diligence, transparency and accountability processes to deliver sustainable long-term value to all our stakeholders.

Board's Role and Responsibility

The Board has overall responsibility for the ESG strategy and reporting of the Group. The Board is responsible for evaluating and determining ESG-related risks and overseeing Management in ensuring that appropriate and effective ESG risk management and controls are in place. The Board reviews the Group's ESG mission, strategies, control measures and performance annually. Further, based on the set goals and targets, the Board will continue to review and monitor the Group's progress in relation to ESG issues in order to build a more sustainable business and bring greater benefits to society as a whole.

Group Sustainability Committee

The Group has established a Group Sustainability Committee to oversee and report on ESG issues that are relevant to the Group. The Committee comprises of an Executive Director and senior executives from relevant departments. The duties of the Committee include:

- Review, endorse and report annually to the Board on the Group's ESG standards, priorities and goals and oversee group-level management approach, strategies, policies and practices on ESG matters to attain those standards and goals.

- Review and report to the Board on:

  (i) Key international trends in legislation, regulation, litigation and public debate with regards to social, environmental and ethical standards of corporate behaviour;

  (ii) The standards set and the performance of the Group in ESG matters, relative to comparable construction or other benchmarked companies; and

  (iii) Sustainability risks and opportunities.

- Identification, prioritisation and management of ESG-related risks and opportunities (including but not limited to climate-related risks and opportunities, and environmental and social risks along the supply chain) and formulation of mitigation measures.

- Oversee the Group's community, charitable and environmental partnerships, strategies and related group-level policies and make recommendations to the Board on any changes to those partnerships, strategies and policies.

- Perform such further functions related or incidental to the foregoing which the Committee deems appropriate.

- Report to the Board and Management on decisions or recommendations made.

- Review and advise the Board on the Group's public reporting as regards its performance on ESG matters.

STAKEHOLDER ENGAGEMENT

The Group has identified employees, customers, business partners, communities and Government bodies as the Group's key stakeholders. Our selection of stakeholders for engagement is determined by their influence, impact, expectations and dependency on our businesses.

The Group recognises the importance of close collaboration with key stakeholders to achieve sustainable business goals and believes that effective communication is imperative to the success of our organization and key to a successful sustainability journey. The Group has therefore established several platforms of communications with the stakeholders so that we could actively engage in regular and fair communication with them, as well as to encourage greater stakeholder participation. The responsible units regularly review the needs and expectations of the respective groups of stakeholders to ensure that stakeholders' expectations and concerns are considered in our business decisions.

The following table summarises the various stakeholder engagement activities, the key concerns of stakeholders which the Group has gathered, and our commitments to sustainability to address those key stakeholder concerns.

Stakeholder	Communication channel	Feedback/Concern
Employees	• Performance review • Employee training and programmes • Feedback platform	• Remuneration and benefits • Fair and competitive employment practices • Safe and healthy workplace • Job security • Training and development opportunities
Customers	• Email • Tele-conversation • Project progress meetings • Customer satisfaction survey	• Customer information protection • Quality and reliable services • Timely response to customers
Suppliers and subcontractors	• Email • Tele-conversation • Supplier audit • Management meeting	• Win-win cooperation • Fair competition and pricing • Long-term cooperation
Regulatory bodies	• Written or electronic correspondences	• Compliance with laws and regulations • Safe work environment • Fair employment practices
Shareholders and investors	• Annual general meetings and other shareholder meetings • Annual reports and financial result announcements • Company website • Announcements and circulars	• Sustainable profitability and shareholder returns • Timely and transparent reporting • Sound corporate governance
Media and public	• Company website • ESG report	• Corporate social responsibility • Sustainable and responsible business practices

MATERIALITY ASSESSMENT

Similar to the previous year, a materiality assessment was performed to identify sustainability issues that can have a present or future impact on the Group's value creation and its business over time. To keep abreast of material and critical issues, the Group periodically evaluates and reviews its business operations against the changing business landscape, emerging global trends, stakeholders' opinions and regulatory developments.

The materiality assessment took into account the ESG Reporting guidelines, and we have prioritised our topics using a materiality matrix. In the conduct of the assessment, opinions and feedback were gathered from the various stakeholders from the abovementioned engagement channels in the previous section. In accordance with the reporting principles, we consider the materiality of the topic's influence on stakeholders' decisions, as well as its significance to ESG factors. The stages of the materiality assessment are outlined below:

Stage 1: Identification

ESG factors and issues, including ESG-related risks/climate risks, are identified through the feedback provided from all stakeholders through the various communication channels. Additionally, benchmarking was made with disclosures of suitable peer companies of the Group from the construction industry to pinpoint material ESG issues.

Stage 2: Prioritisation

The Committee, key management personnel and employees responsible for each identified ESG aspect review and discuss the Group's operations, assessing their relevance to our businesses and stakeholders.

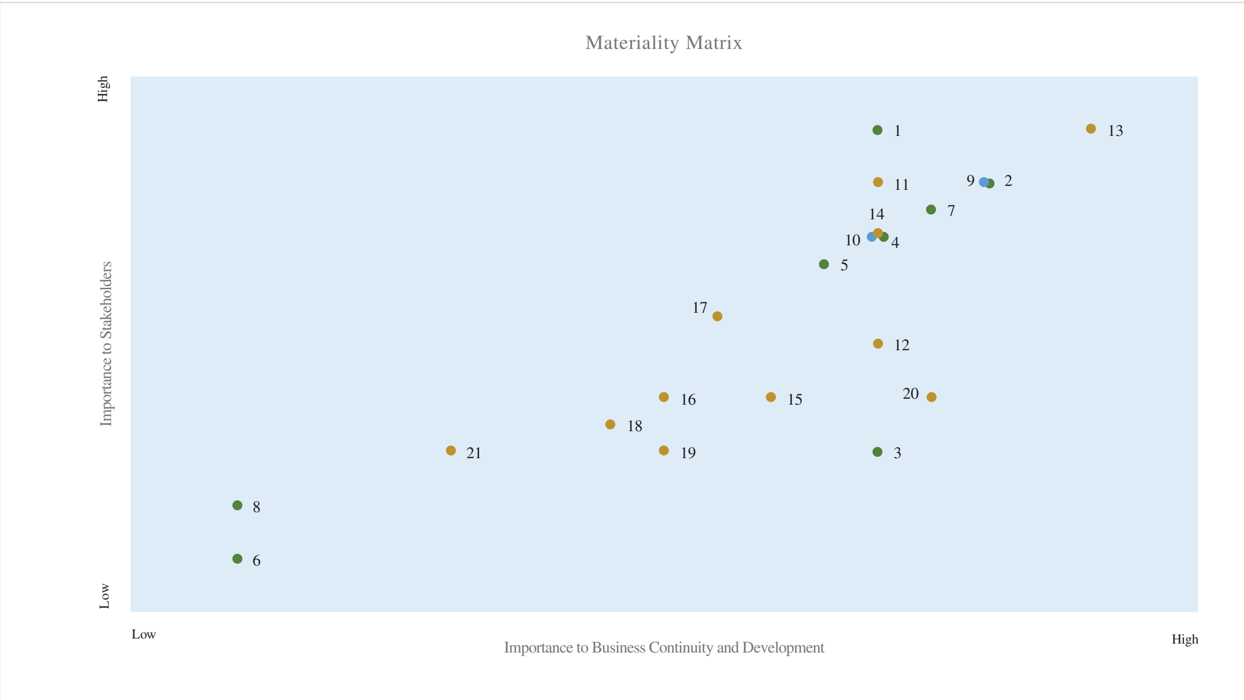
Stage 3: Validation

Findings from the first two stages are presented to the Board, which subsequently confirms a list of key material issues, the respective aspects and KPIs based on the ESG Reporting Guide for disclosure.

Material issues and topics described in this report have been selected according to their level of significance within the Company boundaries, the sustainability context and the expectations of stakeholders which are reflective of our core business in a consistent manner for comparability of our performance indicators across time.

MATERIALITY MATRIX

The results of the materiality assessment for this Reporting Period are consistent with the last Reporting Period. Three key aspects of 21 ESG issues were identified. The material topics are ranked in the materiality matrix, with their position relative to the degree of stakeholder (e.g. employees, customers, suppliers and contractors, etc.) interest and relevance to the Group in terms of the potential business impact. Each identified topic is further discussed in the subsequent pages of the Report.



Legends

Environmental
1. Environmental Compliance
2. Emissions
3. Waste Management
4. Resource Usage and Efficiency
5. Wastewater Management
6. Use of Raw Material and Packaging
7. Impact on Environmental and Natural Resources
8. Climate Change

Governance
9. Anti-corruption
10. Business Conduct and Ethics

Social
11. Employment Practices and Compliance
12. Employee Retention
13. Health and Safety
14. Staff Training and Development
15. Labour Standards
16. Supply Chain Management
17. Project Quality Management
18. Customer Complaint Management
19. Intellectual Property, Marketing and Labelling
20. Customer Privacy and Corporate Information Protection
21. Community Investment

ENVIRONMENT

The Group understands the importance of managing the impact of our operations on the environment, the importance of environmental protection, and the responsible use of resources. As such, we are committed to optimising the usage of natural resources and minimising the environmental impact arising from our construction and business activities. We believe that effective management and monitoring of our carbon footprint will contribute to the Group's productivity, lower consumption of natural resources, reduced waste and pollution, creating a competitive edge and an overall improved financial performance.

As an avid supporter of a greener and more sustainable future, the Group is committed to managing and reducing our ecological footprint. It is the Group's responsibility to educate the employees, contractors and customers on taking measures to efficiently manage resource consumption and reduce environmental pollution.

Environmental targets

The Group has set the environmental targets and the results are as follows:

Aspects	**Unit**	**2025**	2024	**2025 Results**	**2026 targets**
GHG intensity	tCO_2e/million S$ revenue	51.60	55.53	Achieved	Maintaining or reducing in 2026 using 2025 as baseline.
Construction waste intensity	tonnes/million S$ revenue	6.75	0.95	On track	Maintaining or reducing in 2026 using 2025 as baseline.
Energy consumption intensity	kWh/million S$ revenue	194,217.31	225,078	Achieved	Maintaining or reducing in 2026 using 2025 as baseline.
Water consumption intensity	m^3/million S$ revenue	69.63	52.85	On track	Maintaining or reducing in 2026 using 2025 as baseline.

Environmental Management Policies and Strategies

In order to demonstrate the Group's commitment to environmental sustainability, the Group has implemented the Environmental Management Policy, which commits to, among other things, periodically reviewing the Group's environmental management system and continuously improving through the Environmental Improvement Programme. The environmental management system includes measures and work procedures governing environmental protection compliance that our employees, suppliers and subcontractors are obliged to follow.

In light of our efforts in maintaining high standards and expectations with regard to environmental management, the Group has been accredited with the ISO 14001:2005 certifications. The Group continues to monitor and review the environmental management system to ensure that it models after the best practices and remains relevant for our business landscape.

During the Reporting Period, to the best of the Board's knowledge, the Group was not aware of any material non-compliance with the relevant environmental laws and regulations[2].

(a) Emissions

The Group has identified dust generated at the construction sites to be the main source of air pollutant and we have taken several proactive measures to reduce dust generation at worksites.

Activities	Key Control Measures
Site entrance and boundary	• Provide vehicle washing facilities at each designated exit point. • Hoarding erected along the construction sites' boundary.
Drilling, cutting and polishing	• Spray water or dust suppression chemicals during drilling, cutting and polishing.
Excavation or resurfacing work	• Cover exposed earth with sheets and erosion control blankets to reduce dust and prevent silt discharge.
Vehicles	• Wash all vehicles leaving worksites. • Cover dust-generating materials during transportation.

In addition to dust, the Group's activities also result in air emissions such as Nitrogen Oxides, Sulphur Oxides and Particulate Matter as well as Greenhouse Gas ("**GHG**") emissions.

2 Please refer to the "Significant Laws and Regulations" section of this Report for the list of relevant laws and regulations to the Group's business operations.

The principal sources of GHG emissions are from petrol and diesel consumption of machineries and vehicles (Scope 1) and purchased electricity (Scope 2). The Group has adopted measures to mitigate both direct and indirect GHG emissions from our business activities.

Emission Type	Key Control Measures
Scope 1 — Direct GHG Emissions	• Purchase motor vehicles of EURO 6 Emission Standard. • Active planning of transportation routes to optimise fuel consumption. • Switch off the engine whenever the vehicle is idle. • Examine and obtain certification for vehicles • Perform regular vehicle maintenance to maintain optimal engine performance and fuel usage.
Scope 2 — Indirect GHG Emissions	• Improve employees' awareness in reduction of electricity consumption at offices.

(b) Waste Management

The Group strives to meet our responsibilities to protect the environment to the best of our ability. While it is inevitable that wastes are generated at our construction sites due to the inherent nature of our business, the Group seeks to minimise waste generation by increasing opportunities for reusing and recycling.

Non-hazardous Waste Management

The wastes generated at the construction sites and at the corporate office are mainly non-hazardous in nature. At the corporate office, paper remains the major contributor to the waste generated. As such, employees are encouraged to make eco-friendly decisions such as printing on both sides of the paper before recycling, and reusing unwanted paper should they be only printed on one-side. Digital documentation is also preferred whenever possible in bid of the Group's efforts to be more sustainable.

At construction sites, decommissioned construction materials such as metal mix and galvanised iron pipes are upcycled. Milled wastes are recycled to cover access road and site office car park to reduce dust pollution on site.

Hazardous Waste Management

According to the list of waste considered as being hazardous under the Schedule of the Environmental Public Health (Toxic Industrial Waste) Regulations of Singapore, the Group was not aware, to the best of our Board's knowledge, of the creation of any material amounts of hazardous wastes during the Reporting Period.

All construction wastes are handled by subcontractors hired by the Group. The disposal and treatment of all wastes are in compliance with local laws and regulations[3].

3 Please refer to the "Significant Laws and Regulations" section of this Report for the list of relevant laws and regulations to the Group's business operations.

(c) *Resource Usage and Efficiency*

The Group recognises that investing in the conservation of our resources not only reduces our carbon footprint but will simultaneously aid in our cost savings. Hence, we are committed to taking measures to minimise our overall resource consumption and improve our energy efficiency to reduce the environmental impact of our operations.

Water

The Group acknowledges that our operations require substantial usage of water, which is a scarce limited resource on our planet. We recognise that businesses play an important role in ensuring the sustainability of water resources and made it our priority to minimise water consumption and manage water quality.

Water consumption at construction sites is mainly managed and billed to the sub-contractors, while the Group does not have direct control over the water usage, we continue to work closely with our subcontractors to minimise water usage. Wastewater at the construction sites, after sedimentation, will be reused for water spraying or wheel washing when practicable.

At our corporate office, employees are constantly reminded to minimise water wastage through notices and posters that are posted near the water faucets. The Group has also taken proactive measures such as the installation of dual water flush cistern and water saving thimble in sinks to ensure water efficiency. Employees are to ensure that there are no leaking faucets and to report them for repair as soon as problems are identified. The Group sources water from the local Public Utilities Board and hence, there are no issues in sourcing water that is fit for purpose.

Energy

Aside from the consumption of water, energy consumption is also a major concern to the Group. In the conduct of our business, the main areas of electricity usage are predominantly across our offices and construction operations. In a bid to reduce our energy consumption and improve energy efficiency, the Group has adopted the following measures:

- Use of solar energy to power machinery and equipment at worksites;
- Use AC grid supply instead of diesel generators for site offices;
- Remind employees to switch off unnecessary electrical appliances when not in use;
- On-site monitoring of energy consumption; and
- Procure energy-efficient office equipment.

(d) *Wastewater Management*

Wastewater is generated from surface runoff and construction activities, such as boring, drilling, concreting, plastering, cleaning works, and vehicles. The Group takes appropriate measures to avoid contamination and blockage of public drains and sewers.

We are committed to minimising our water consumption whenever possible. Thus, our wastewater will be reused after sedimentation, which is pumped out to designated collection stations. In a bid to be in compliance with the regulatory requirements, wastewater treatment facilities, such as sedimentation tanks or silt traps, are installed to handle general construction wastewater. Total Suspended Solids measurements of wastewater discharged are also monitored at worksites.

(e) *Use of Raw Material and Packaging*

The use of packaging material is not a material ESG aspect of the Group due to the nature of our business activities. The Group does not partake in activities that involve industrial production and/or operate any factory facilities.

However, the Group acknowledges that the construction activities carried out by the Group utilise several types of raw materials and that it is imperative to reduce wastage of raw materials used in our daily operations. The following measures are adopted as part of our Green and Gracious policy to minimise material wastage:

- Reduce — Avoid the generation of waste and the discarding of materials
- Re-use — Putting waste materials and equipment to other purposes
- Recycle — Segregate waste for recycling
- Disposal — Dispose of waste in accordance with statutory requirements

(f) *Impact on Environment and Natural Resources*

The Group recognises that our construction activities inevitably cause disturbances to the public and is committed to minimising the negative environmental impacts resulting from our operations. The Group has identified the following material impacts our operations have on the environment and has taken proactive measures to mitigate their impact:

Environmental Impact	Key Control Measures
Noise and vibration pollution	• A Noise Management Plan is drafted for each construction project, which includes active monitoring of noise and vibration levels. • A movable noise barrier or enclosure is erected to screen off direct noise from the source. • Noisy works are scheduled during permitted hours (07:00 to 19:00) and not on Public Holidays or Sundays.
Pest control	• Periodic in-house vector inspection at worksites. • External vendors are also engaged to conduct vector control regularly at the worksites.
Public safety	• Notices and signs are placed around the worksites to indicate walkways for the public. • Covered walkways (at least two metres wide) with safety barriers for pedestrians are erected along the worksites. • Hoarding are well maintained and lit at night.
Public disturbance	• For construction sites near residential area, notices will be placed to inform residents of work commencement. • Banners and notices include feedback hotline for public to provide feedback on environmental infringements. • Full-time Public Relations Officers engaged to manage public sentiment and feedback.
Trees and shrubs	• Installation of protective fencing around the trees and shrubs within worksites. • Chemicals, grease and petroleum are kept away from root spread. • Tree crown located within worksites are cleaned and showered periodically.

(g) *Climate Change*

The Group recognises the profound impact that climate change has on our planet, our communities, and our business. As a responsible corporate, we are committed to taking proactive steps to mitigate climate risks and contribute to a sustainable future. Climate change presents a range of risks that can affect our operations, supply chains, and stakeholders. These risks include physical risks, such as extreme weather events, rising sea levels, and temperature fluctuations, as well as transition risks associated with the shift to a low-carbon economy. By understanding these risks, we can better prepare and adapt our strategies to ensure resilience and sustainability.

We have established a risk management policy for identifying and mitigating different risks, including climate-related risks. The Board meets regularly and cooperates closely with key management to identify and evaluate climate-related risks and to formulate strategies to manage the identified risks. Through the above process, the Group identified the following climate-related risks that may impact its business:

Climate-related Risks	Potential Impacts	Our Response Actions
Physical Risks		
Acute Risks	• Increased frequency of extreme weather events (e.g., storms and heavy rains) may disrupt operations and pose health and safety risks to employees	• Assess project sites for potential impacts arising from storms, flooding • Work closely with main contractors to implement preventive measures, fast-response arrangements, and regular inspections
Chronic Risks	• Rising temperature and more frequent heatwaves may adversely affect employee's health and reduce productivity, particularly outdoor operations	• Assess project sites for exposure to heat-related risks • Coordinate with main contractors to implement appropriate work arrangements and protective measures to safeguard employees' health
Transition Risks		
Policy and Legal Risks	• Increasingly stringent climate-related legislation and regulations may result in higher compliance costs • Potential transition risks, including technological, policy, legal, and reputational risks, have been identified	• Monitor developments in relevant climate-related laws, regulations and policy trends • Alert management where necessary to support timely compliance and risk mitigation
Technology Risks	• Failure to adapt to technological changes related to energy efficiency and decarbonization may adversely affect the Group's operation	• Keep abreast of developers in energy-saving technologies and equipment • Recommend suitable low-carbon and energy-efficient solutions to main contractors

SOCIAL

The Group believes that employees are the foundation to a strong and long-running organisation and that decisions on recruitment and staff's development are imperative to the organisation's growth. Hence, we strive to create a conducive work environment and are committed to empowering and supporting the development of our employees to their greatest potential. The Group recognises that career advancement, recognition, personal development, and compensation are key factors in attracting and retaining talent. We also strive to bring about a positive contribution to the communities we operate in through our business activities and initiatives.

(a) Employment Practices and Compliance

Human Resource Policies

The Group has established the following policies and practices to support our Human Resource ("**HR**") Department in their day-to-day operations and developed guidelines to create a positive work environment to ensure our employees' well-being is taken care of:

HR Policies and Practices	Policy Scope
Employee Handbook	Guidelines on employee placement, remuneration, leave, benefits and staff conduct.
Code of conduct for employees	Requirements on the general conduct, dress code, attendance, confidentiality, conflict of interest, bribery, business gifts, disciplinary procedures and summary dismissal.
Standard Operating Procedure ("**SOP**") on employee benefits	Guidelines on employee benefits such as sponsorship for continuous learning, special loans and other benefits.
SOP on employee appraisal and salary review	Procedures for performance review for daily-rated employees and monthly-rated employees.
SOP on employee training	Guidelines on creation and maintenance of training records, sponsorship and study bond and exam and study leave entitlement.

During the Reporting Period, to the best of our Board's knowledge, the Group was not aware of any material non-compliance with the employment-related laws and regulations[4].

[4] Please refer to the "Significant Laws and Regulations" section of this Report for the list of relevant laws and regulations to the Group's business operations.

Equal opportunity, diversity and anti-discrimination
The Group strives to provide a platform with equal opportunities for all our employees as we value the experience and knowledge of our senior staff as well as the passion and adaptability of the younger staff. The Group believes that workforce diversity is vital to the enhancement of our human capital capacity and understands that talent can be harnessed from any individual regardless of their gender, age, religion or ethnicity. As such, the Group engages in fair employment practices and recruit employees based on merits such as experience, qualifications, skills and knowledge. We do not discriminate job applicants regardless of gender, race, age, nationality and ethnicity and provide equal opportunities for all applicants and employees.

In addition, it has always been the Group's priority to provide a working environment that promotes social and cultural diversity, protecting our employees from discrimination, physical or verbal harassment based on race, religion, colour, gender, physical or mental disability, age, place of origin, marital status, and sexual orientation.

Recruitment and Dismissal
In today's competitive landscape, talent attraction remains a key source of competitive advantage for the Group. In order to establish a healthy talent pipeline in preparation for the Group's continuous business expansion, we emphasise the importance of our new hires being selected through a robust, fair and transparent recruitment process, based on their merits and their potential.

We ensure that our dismissal policies are in line with the local regulations, such that the dismissal process is fair to our employees. We firmly believe that unreasonable dismissal under any circumstances is unacceptable and is prohibited in the Group. Dismissal in our Group can be due to various reasons indicated in our employee handbook, which stipulates a detailed list of major offences that we regard as legitimate reasons for dismissal. We have adopted a transparent approach in our dismissal process to provide full and frank disclosure of information to all our employees. This helps to avoid misinformation, which may fuel low morale in our workplace.

(b) Employment Retention
The Group recognises that the long-term sustainability of our business depends on our ability to retain talent. As such, the Group places a high emphasis on the competitiveness of our employee's remuneration and compensation packages as well as our employees' personal well-being, welfare, and career progression opportunities. Through the Group's efforts, we aim to retain people with the right experience and expertise that best fit our Group's culture, values and needs.

Remuneration and Compensation
The Group acknowledges that remuneration and compensation is one of the most important consideration of our employees. Hence, our remuneration and compensation packages are reviewed against industry standards regularly to ensure that they remain competitive. Each employment package is unique and catered to the employee's skill, qualifications, performance and job requirements.

In addition, we compensate our employees for personal injury by accident or disease arising during the course of employment.

Promotion

The Group also has platforms where employees are engaged, as we believe that creating an engaging environment is important for employee development. All employees are subjected to annual performance appraisal which allow employees to receive performance reviews and at the same time, identify areas for improvement and developmental needs. Salary reviews and promotion opportunities are determined based on reviewing of employees' performance throughout their period of service with the Group. In addition, we have obtained feedback from our employees with regard to the working environment and their work expectations during the annual performance review so as to ensure that the Group is able to meet their career and developmental needs.

Rest Period and Working Hours

Our employee handbook sets out the working hours and rest periods for employees, in accordance with local employment laws[5].

Staff Benefits and Welfare Activities

Apart from basic compensation, the Group provides welfare and benefits to employees, such as reimbursement of medical and dental claims, and annual leaves. Additional types of leaves that are given to employees include marriage, maternity, parental, adoption, compassionate, childcare, extended childcare, examination and study leaves as long as they meet the requirements.

The following benefits are made available to our employees:

- Sponsorship for Continuous Learning for employees that are pursuing a course related to their job scope or the Group's objectives.
- Medical, Health and Insurance benefits.
- Long service award given to employees who have contributed positively to the company's growth and success over the years.
- Reimbursement of telecommunication expenses.
- Interest-free loans extended on a case-by-case basis to employees who may be facing financial difficulties.
- Education Sponsorship for employees who have consistently performed well and contributed to the positive growth and development of the company.
- School Textbook Sponsorship providing full sponsorship of the school-required textbooks shall be granted to employees with children who are pursuing primary or secondary school education.

5 Please refer to the "Significant Laws and Regulations" section of this Report for the list of relevant laws and regulations to the Group's business operations.

The Group believes that, in addition to tangible benefits, creating an engaging environment is crucial to the development of our employees. As such, we utilise other platforms, such as social, recreational, and health-conscious awareness activities, to encourage employee engagement and foster team bonding, interactions, and good health among our employees. Such events include festive celebrations for employees of different ethnic backgrounds, Company Trips, Family Day, Sports Day, Annual Dinner and Employee Health Screening.

(c) Health and Safety

Due to the nature of the construction industry, the Group acknowledges that occupational health and safety risks have always been a challenge faced by the Group. Nonetheless, the Group is committed to cultivating a safe working environment through the reduction or elimination of such occupational health and safety risks, where possible, as we believe that the health and safety of our employees are vital to the sustainability and growth of our business operations.

With that in mind, the Group has established an occupational health and safety management system. In view of the Group's high standards in occupational safety, the Group was awarded the bizSAFE Level STAR and ISO 45001:2018 certifications. Health and safety policies, which are reviewed and updated annually, have also been formalised as guidance to support our occupational health and safety management system that stipulated the following:

- Management and employees' roles and responsibilities
- General safety
- Risk assessment and safe work procedures
- Violations and Infringements
- Environmental, Health and Safety training
- Housekeeping
- Personal Protection Equipment
- Incident reporting, etc.

Policies and procedures are strictly adhered by our employees and such procedures have enabled us to control workplace hazards, monitor performance, take timely corrective actions, and identify areas for improvements.

During the Reporting Period, the Group was not aware of any material non-compliance with health and safety-related laws and regulations[6]. We have recorded no work-related fatalities in each of the past three years (including the Reporting Period).

6 Please refer to the "Significant Laws and Regulations" section of this Report for the list of relevant laws and regulations to the Group's business operations.

The following measures are implemented to ensure the health and safety of our employees:

Topics	Key Control Measures
Workplace safety	• All employees working at the work sites are issued with the required Personal Protective Equipment ("**PPE**"). • Risk assessment and safety work procedure are conducted before work commencement to identify potential occupational health and safety hazards associated with the work activities and establish corresponding measures to mitigate the risks. • Regular safety inspections are conducted at our work sites. • Implement colour coding system to identify new workers on site and implement "Buddy" system for new workers to adapt and familiarise with the new working environment.
Clean and healthy working environment	• Provide workers with clean and ventilated dormitory rooms. • Provide cleaning tools to encourage hygienic living condition. • Adequate sanitary facilities with dedicated female changing room and washroom. • Provide clean hot and cold water supply. • Transportation services between work sites and dormitory. • Designated area for recreational and fitness purpose. • Established housekeeping regulations at work sites and dormitory to ensure their health and safety are properly maintained and reduce occurrence of potential hazards.
Safety training	• All new employees are expected to attend the safety training on health, safety and environmental policies and procedures. • Mass tool box meetings are conducted at work sites to educate all workers on the relevant health and safety hazards, safety measures and proper use of PPE.

(d) *Staff Training and Development*

The Group is committed to investing in the growth of people as we believe that staff development is critical to business growth and sustainability. We seek to equip our employees with future-ready skills and knowledge by providing the necessary trainings in order for employees to keep themselves abreast of the latest industry changes, enabling them to contribute effectively to the Group's future growth and success.

Depending on the requirements of each individual's job position, employees may be sent for external trainings. Employees are also encouraged to constantly upgrade their skills in order to stay up-to-date with the ever-changing economy and job requirements in order to stay relevant in the ever-changing economy and stay relevant in the fast-evolving business environment. In the spirit of continuous learning and development, internal trainings such as workshops, conferences, and seminars that are related to the employees' work scope are also provided to our employees. Furthermore, we provide sponsorship options to employees that apply for external training courses to upgrade their skills and knowledge. Employees who take up company-sponsored training courses are also entitled to study and examination leave, which are subjected to their supervisors' approval.

Regardless, the Group seeks to provide more training opportunities for all our employees across all employment categories.

(e) *Labour Standards*

The Group is committed to ensuring our recruitment process strictly complies with local laws and does not tolerate the existence of child and forced labour as defined by the International Labour Organisation ("**ILO**") Convention and Ministry of Manpower ("**MOM**") in Singapore. We strongly believe that employees shall not be forced to work against his or her will through any form of threat and intimation or subjected to corporal punishment or coercion of any type.

Applicants are required to indicate their date of birth when applying for a position with the Group. Only applicants above the age of 18 will be considered. Personal data such as identification cards will be collected during the recruitment process to verify the age and personal details of the job applicant. If violation is involved, it will be dealt with in light of circumstances. No employee shall be compelled to work against his or her will through force or intimidation of any form or subjected to corporal punishment or coercion of any type related to work. Suppliers are also screened for compliance with international labour laws before they are engaged.

In the event that any instance of child or forced labour is identified, the Group will take immediate corrective actions based on the circumstances, including rectifying employment arrangements, conducting internal investigations, and reporting to the relevant authorities where required, with a view to preventing recurrence. We regularly reviews the effectiveness of human resources management system and employment practices.

During the Reporting Period, to the best of our Board's knowledge, the Group was not aware of any non-compliance with child and forced labour-related laws and regulations[7].

[7] Please refer to the "Significant Laws and Regulations" section of this Report for the list of relevant laws and regulations to the Group's business operations.

(f) Supply Chain Management

As a responsible corporation, the Group recognises that it is crucial that the entire supply chain shares the same mindset as the Group with regard to sustainability. As such, the Group aims to promote sustainability in its supply chain and appoint responsible and ethical suppliers. We have worked actively with a total of 350 vendors this year, with approximately 95% of approved vendors based out of Singapore.

Supplier and Subcontractor Selection

Our key suppliers, including our subcontractors, undergo a comprehensive selection process where we take into consideration criteria such as their business profile, financial solvency, resources, certification, price competitiveness and overall sustainability policies adopted. In addition, we also considered "green" evaluation (i.e., Green & Gracious certification) as a recommended criterion for selecting new suppliers and subcontractors, to assess whether the materials and services employed are environmentally friendly. Companies that have been awarded the Green & Gracious certification have been recognised by the BCA to have a strong commitment to corporate social responsibility to the environment and the general public, as well as high standards of gracious practices (i.e., adoption of productive construction methods which reduce inconvenience to the public).

Supplier and Subcontractor Profile

The Group is committed to maintaining all supplier and subcontractor profiles and information accurately within our system to ensure that relevant records are safeguarded and tracked. In order to minimise potential disruptions, the Group has also diversified the supply base for critical materials across our approved suppliers.

In addition, the Group has no reliance on our Controlling Shareholders and/or their associates for operational resources of suppliers. We strictly monitor our vendor management to prevent all kinds of business bribery and discrimination towards any vendors.

Supplier and Subcontractor Control and Monitoring

The Group will re-evaluate the suppliers annually to ensure that the Group's requirements are being met in order to determine whether to continue our partnership with them. During the evaluation, the supplier's performance in terms of delivery, quality, service, safety and environmental compliance, knowledge and price will be considered. The suppliers' accreditation is monitored closely to ensure that they have achieved the required standards. Our subcontractors' performance is also evaluated quarterly as well as during the post-mortem assessment by relevant Quantity Surveyors and Project Managers.

Such review process ensures alignment of our key vendors' services and products to our business requirements and sustainability objectives as well as consistency in the quality of the work received.

(g) Project Quality Management

Quality and safety of service for our customers remains to be of utmost importance to the Group. As such, the Group has established a formal quality management system which is reviewed continuously to ensure that it remains relevant. Conforming to the ISO 9001:2015 guidelines, the Group has been accredited the ISO 9001:2015 certificate.

The overall progress and quality of works undertaken by us and our subcontractors are monitored by our project managements. In the event whereby quality issues or defects are identified, it will be brought up during the regular management meetings so that it can be swiftly rectified. Prior to the submission of progress claims to clients, internal quality inspection and supervision of material or work method is conducted by Resident Engineer and Resident Technical Officer to ensure compliance with customer's specifications and requirements. Additionally, customers are also involved in the certification of the work performed.

At the end of each project, the Group also conducts customer satisfaction surveys and project post-mortem review to identify areas of improvement for future projects.

(h) Customer Complaint Management

The Group values all types of feedbacks received from our customers and views it as an opportunity for continuous improvement. To demonstrate the Group's commitment, the Group had established formal guidelines with regard to handling feedbacks. General feedbacks can be made via info@singtec.com.sg or info@cngc.asia which is managed by the HR/Admin Manager who will forward the feedbacks to the respective Project Managers, Contract Department, Executive Directors or CEO. Specific feedbacks are made directly to the respective Quantity Surveyor, Contract Department and/or Executive Director who then addresses the feedbacks directly. In addition, a feedback box is placed at all worksites where any member of the public/interested party is able to fill up a hardcopy feedback form to be dropped into the box. Any feedbacks received will be escalated to the respective parties involved, and if necessary, the Executive Directors. All feedbacks will be recorded in detail and appropriate follow-up actions will be taken promptly.

To the best of our Board's and Management's knowledge, the Group did not receive any major negative complaints received during the Reporting Period.

(i) Intellectual Property, Marketing and Labelling

The logo and domain name of the Group has been registered as a trademark in both Hong Kong and Singapore. For any infringement of our intellectual property, the Group will urge infringers to cease such action. The Human Resources Department of the Group continues to monitor the business environment closely for any infringements and takes the appropriate measures to address the issue.

During the Reporting Period, the Group was not aware of any material non-compliance with intellectual property rights, marketing and labelling related laws and regulations[8].

8 Please refer to the "Significant Laws and Regulations" section of this Report for the list of relevant laws and regulations to the Group's business operations.

(j) *Customer Privacy and Corporate Information Protection*

The Group strictly adheres to data protection practices and has appointed our Human Resource department to oversee all matters regarding personal and corporate information protection.

All new employees are introduced to the Group's data protection policies during the new employee orientation which guides them to respect the confidentiality of our customers' information. New employees are also required to acknowledge the confidentiality clauses in the employment contract and employee handbook. Any violation of the clause leads to immediate dismissal and/or legal action taken against the offender. The Group has also implemented firewall, anti-virus, and anti-spam solutions in our Information Technology ("**IT**") systems to safeguard confidential corporate information.

During the Reporting Period, the Group was not aware of any material non-compliance with data protection related laws and regulations[9].

(k) *Community Investments*

As a socially responsible business and part of a larger community, the Group embraces the philosophy of giving back to the community and believes that having the ability to improve the lives of others is a privilege. Contributing back to the communities that we cared for is one of the sentiments very much rooted in our Group's values and principles.

As part of the Group's contribution to the cultural development, labour needs and religious community, the Group has sponsored a total of S$9,380 and committed a total of 574 volunteering hours[10] to local community charity activities during the Reporting Period which include: Chinese New Year celebration with Neighbour Company, NTUC Health Active Ageing Centre Community Day celebration, Hari Raya celebration, Deepavali celebration and Safety and Health Day celebration.

	
Chinese New Year celebration with Neighbour Company	**Safety and Health Day celebration**

9 Please refer to the "Significant Laws and Regulations" section of this Report for the list of relevant laws and regulations to the Group's business operations.

10 Total volunteering hours are computed based on the number of participants for each activity times the duration of each activity.

	
NTUC Health Active Ageing Centre — A Day for the Community	**Festive Lights: Deepavali Celebration with Migrant Workers**

GOVERNANCE

The Group believes that good governance practices are imperative to building a sound corporation with an ethical environment, thereby protecting the interests of all stakeholders. Both the Board and Management are devoted to continually enhance and add to our shareholders' value through the maintenance of a high standard of corporate governance and strong internal controls in our Group and ensuring that all employees and workers remain committed to comply at all levels.

The Group seeks to uphold the highest standard of business ethics through our commitment to accountability and transparency to our stakeholders.

(a) Anti-corruption

The Group's fundamental values and capability to act with honesty and integrity will ultimately be subverted through fraud, bribery and corruption practices should it be allowed to occur. As such, the Group takes on a zero-tolerance approach towards bribery, fraud and corruption. Through our Anti-Fraud and Anti-Money Laundering Policy and Anti-Corruption and Anti-Bribery Policy, we are committed to ensuring that all employees understand how to comply with fraud and anti-corruption rules and regulations.

All new employees are introduced to the Anti-Fraud and Anti-Money Laundering Policy and Anti-Corruption and Anti-Bribery Policy as part of their orientation on the first day of employment. The new hires are then required to sign an acknowledgement to indicate that they have received, read and understood the respective policies. During the Reporting Period, anti-corruption content was included within mandatory employee orientation, with 100% of new hires receiving the training. We also offer regular anti-corruption training for our Directors.

During the Reporting Period, the Group was not aware of any material non-compliance with bribery, extortion, fraud and money laundering related laws and regulations[11].

[11] Please refer to the "Significant Laws and Regulations" section of this Report for the list of relevant laws and regulations to the Group's business operations.

(b) *Business Conduct and Ethics*

Code of Conduct and Conflict of Interest

In pursuit of conducting our business with integrity and honesty, all employees are expected to adhere to the Group's Disclosures of Interest and Conflict of Interest Policy, which can be easily accessed by all employees via the Group's common shared folder. Clear guidelines are also provided to directors and employees in the Group's Code of Conduct for Directors and Employees respectively. The respective Code of Conduct is introduced to new employees on their first day of employment, who are then required to sign an acknowledgement to indicate that they have received, read and understood the Code of Conduct. The Code of Conduct is also made available to all employees via the Group's common shared folder.

In the Code of Conduct for Directors, emphasis is placed on potential conflict of interest, detailing the disclosure procedures should any material personal interest be present in a proposed transaction involving the Group and the relevant director. In the Code of Conduct for Employees, emphasis is placed on bribery scenarios to remind employees that receiving gifts in any form that are intended to influence a business decision are unacceptable. A list of misconduct examples is included, in particular, 'soliciting or collecting contributions for any purpose at any time in the Group without the permission of Supervisor' is explicitly specified.

Whistleblowing Policies

The Group's whistleblowing policy encourages and provides a well-defined and accessible channel to stakeholders (i.e. both internal and external) of the Group to raise concerns over any unlawful conduct, financial malpractice and/or other wrong-doings. The Group has appointed an Executive Director to handle all the whistleblowing reports. Under this policy, employees or any other persons may report suspected matters of wrongdoing affecting the Group via the following email: whistleblowing@singtec.com.sg and info@cngc.asia. Other reporting channels include Handphone and Postal Address are also included within the whistleblowing policy. In the event whereby the whistleblowing instances involve the appointed personnel, the report may be made directly to the Chairman of the Audit Committee at XXL66@vip.163.com.

Depending on the parties involved in the whistleblowing report, Senior management, Chairman of the Audit Committee or the Board Chairman may then appoint an investigating officer to follow up on the whistleblowing report. All disclosures will be treated in a confidential manner, protecting the identity of the employee that made the disclosure so as to encourage employees to report any suspicious activities without fear of reprisal. The policy also addresses any potential concerns from complainants of their anonymity and being subjected to victimisation, harassment or discriminatory treatment, after reporting.

During the Reporting Period, there was no reported incident pertaining to whistleblowing.

PERFORMANCE DATA SUMMARY[12]

Environmental

	Unit	**2025**	2024
Air Emissions			
Nitrogen oxides (NOx)	Tonnes	**3.75**	3.575
Sulphur oxides (SOx)	Tonnes	**0.004**	0.005
Particulate matter (PM)	Tonnes	**0.254**	0.262
GHG Emissions[13]			
Total GHG emissions (Scopes 1 and 2)	tCO_2e[14]	**3,181.63**	3,108.56
— Scope 1: Direct emissions	tCO_2e	**3,150.55**	3,075.15
— Scope 2: Energy indirect emissions[15]	tCO_2e	**31.08**	33.42
Total GHG emissions (Scopes 1 and 2) Intensity	tCO_2e per million S$ revenue	**51.60**	55.53
Energy[16]			
Total energy consumption	kWh	**11,974,856.57**	12,599,849
— Diesel	kWh	**11,860,593.97**	12,476,703
— Petrol	kWh	**36,952.60**	42,041
— Purchased electricity[17]	kWh	**77,310.00**	81,105
Total energy consumption intensity	kWh per million S$ revenue	**194,217.31**	224,942

12 Totals may not be the sum of the figures shown in this section due to rounding.

13 According to the GHG Protocol Corporate Accounting and Reporting Standard (revised edition) issued by World Business Council for Sustainable Development and World Resources Institute, scope 1 direct emissions cover GHG emissions directly produced by businesses owned or controlled by the Group, while scope 2 indirect emissions cover GHG emissions of "indirect energy" resulted from electricity (purchased or acquired), thermal energy, refrigeration and steam internally consumed by the Group.

14 tCO2e is defined as tonnes of carbon dioxide equivalent.

15 Computation is based on purchased electricity consumption for the corporate office only and does not include construction projects, as the Group does not have operational control over the electricity usage at construction sites.

16 Diesel and petrol data is presented in terms of kWh and is based on conversion factors sourced from the Energy Statistics Manual issued by the International Energy Agency, "How to prepare an ESG report — Appendix II: Reporting Guidance on Environmental KPIs" issued by the Hong Kong Stock Exchange.

17 Electricity figures disclosed are for corporate office consumption and do not include construction projects, as the Group does not have operational control over the electricity usage at construction sites.

	Unit	2025	2024
Non-hazardous waste			
Waste paper generation	Tonnes	**0.84**	0.63
Waste paper generation intensity	Tonnes per million S$ revenue	**0.014**	0.011
Construction waste generation	Tonnes	**416.10**[18]	53.14
Construction waste generation intensity	Tonnes per million S$ revenue	**6.75**	0.95
Water Consumption			
Total water consumption	m^3	**4,293.10**[19]	2,958
Total water consumption intensity	m^3 per million S$ revenue	**69.63**	52.87

18 The increase in construction waste was due to major project entering its peak construction phase, resulting in a higher volume of waste generated and removed from the site.

19 The increase in water consumption was due to expansion of data collection scope to construction site.

SOCIAL[20]

	Unit	2025	2024
Employee Overview[21]			
By Gender			
Male	Headcount	**167**	172
Female	Headcount	**13**	12
By Age Group			
Under 30 years old	Headcount	**51**	49
30–50 years old	Headcount	**102**	112
Over 50 years old	Headcount	**27**	23
By Employment Type			
Full-time	Headcount	**180**	184
Part-time[22]	Headcount	**0**	0
Turnover rate[23]			
By Gender			
Male	%	**22**	26
Female	%	**8**	42
By Employment Type			
Under 30 years old	%	**22**	33
30–50 years old	%	**25**	27
Over 50 years old	%	**4**	17
Occupational Health and Safety			
Number of reportable accidents	cases	**0**	2
Number of fatalities	cases	**0**	0
Fatalities rate per 1,000 employees and workers	%	**0**	0
Lost days due to injuries[24]	days	**0**	44
Development and Training			
Percentage of Employees Trained			
By Gender			
Male	%	**74**	66
Female	%	**85**	100

20 The workforce data covers the entire Group, excluding the Board of Directors.

21 All of our employees covered by the workforce data are based in Singapore.

22 Under Singapore Ministry of Manpower, a part-time employee is one who is under a contract of service to work less than 35 hours a week.

23 Employee turnover rate is computed based on the number of resigned and terminated employees during the Reporting Period divided by the average number of employees for each category during the Reporting Period.

24 Lost days due to injuries are derived based on the number of days of medical leave taken during the Reporting Period for the reported cases from the day of the reported accident.

	Unit	**2025**	2024
By Age Group			
Under 30 years old	%	**90**	100
30–50 years old	%	**76**	57
Over 50 years old	%	**37**	63
Average Training Hours Completed per Employee[25]			
By Gender			
Male	Hours	**16.8**	9.8
Female	Hours	**12.7**	12.0
By Age Group			
Under 30 years old	Hours	**14.0**	13.6
30–50 years old	Hours	**18.3**	10.2
Over 50 years old	Hours	**13.3**	9.9
Suppliers By Region			
Singapore	No.	**335**	379
Malaysia	No.	**1**	1
Hong Kong	No.	**12**	0
Cayman Islands	No.	**2**	0
Product responsibility			
Material complaints about products and services	Case	**0**	0
Anti-corruption			
Concluded corruption lawsuits	Case	**0**	0
Community investment			
Charitable donations	SGD	**9,380**	18,520
Volunteering hours	Hours	**574**	473

25 Average training hours for each category is computed based on the total training hours for employees in the specified category divided by the number of employees in the specified category.

SIGNIFICANT LAWS AND REGULATIONS

Aspect	Significant Laws and Regulations
Aspect A: Environmental	• Section 90 of Road Traffic Act • Sewerage and Drainage Act (Chapter 294) • Prevention of Pollution of the Sea Act (Chapter 243) • Schedule of the Environmental Public Health (Toxic Industrial Waste) Regulations • Building Control (Environmental Sustainability) Regulations • Building Control Act (Chapter 29) • Environmental Protection and Management Act (Chapter 94A) • Environmental Public Health Act (Chapter 95) • Energy Conservation Act (Chapter 92C)
Aspect B1: Employment	• Employment Act (Chapter 91) • Employment of Foreign Manpower Act (Chapter 91A) • Employment Ordinance (Cap. 57) • Minimum Wage Ordinance (Cap. 608)
Aspect B2: Health and Safety	• Workplace Safety and Health Act (Chapter 354A) • Work Injury Compensation Act (Chapter 354) • Environmental Public Health Act (Chapter 95) • Factories and Industrial Undertakings Ordinance (Cap. 59) • Employees' Compensation Ordinance (Cap. 282) • Occupational Safety and Health Ordinance (Cap. 509)
Aspect B4: Labour Standards	• Employment Act (Chapter 91)
Aspect B6: Product Responsibility	• Personal Data Protection Act 2012
Aspect B7: Anti-corruption	• Prevention of Corruption Act (Chapter 241)

CONTENT INDEX

The ESG Report is prepared in accordance with the ESG Reporting Guide as set out in Appendix C2 to the Listing Rules.

Indicator		Chapter/Disclosure
A. Environmental **Aspect A1: Emissions**		
General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.		Environmental (a)–(e) Significant Laws and Regulations
KPI A1.1	The types of emissions and respective emissions data.	Performance Data Summary — Environmental
KPI A1.2	Greenhouse gas emissions in total (in tonnes) and intensity.	Performance Data Summary — Environmental
KPI A1.3	Total hazardous waste produced (in tonnes) and intensity.	The Group was not aware, to the best of our Board's knowledge, of the creation of any material amounts of hazardous wastes during the Reporting Period.
KPI A1.4	Total non-hazardous waste produced (in tonnes) and intensity.	Performance Data Summary — Environmental
KPI A1.5	Description of emissions target(s) set and steps taken to achieve them	Environmental (a): Emissions
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	Environmental (b): Waste Management

Indicator		Chapter/Disclosure
Aspect A2: Use of Resources		
General Disclosure Policies on the efficient use of resources, including energy, water and other raw materials		Environmental (c): Resource Usage and Efficiency Environmental (e): Use of Raw Material and Packaging
KPI A2.1	Direct and/or indirect energy consumption by type in total (kWh in '000s) and intensity.	Performance Data Summary — Environmental
KPI A2.2	Water consumption in total and intensity.	Performance Data Summary — Environmental
KPI A2.3	Description of energy use efficiency target and steps taken to achieve them.	Environmental (c): Resource Usage and Efficiency
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Environmental (c): Resource Usage and Efficiency
KPI A2.5	Total packaging material used for finished products (in tonnes), and if applicable, with reference to per unit produced.	Not applicable (no packaging materials used due to business nature)
Aspect A3: The Environment and Natural Resources		
General Disclosure Policies on minimizing the issuer's significant impact on the environment and natural resources.		Environmental (f): Impact on Environment and Natural Resources
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Environmental (f): Impact on Environment and Natural Resources

Indicator		Chapter/Disclosure
Aspect A4: Climate Change		
General Disclosure Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.		Environmental (g) Climate Change
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Environmental (g): Climate Change
B. Social ***Employment and Labour Practices*** **Aspect B1: Employment**		
General Disclosure		Social (a)-(b)
Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.		Significant Laws and Regulations
KPI B1.1	Total workforce by gender, employment type, age group and geographical region.	Performance Data Summary — Social
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	Performance Data Summary — Social

Indicator		Chapter/Disclosure
Aspect B2: Health and Safety		
General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer. relating to providing a safe working environment and protecting employees from occupational hazards.		Social (c): Health and Safety Significant Laws and Regulations
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year	Social (c): Health and Safety
KPI B2.2	Lost days due to work injury.	Performance Data Summary — Social
KPI B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored.	Social (c): Health and Safety
Aspect B3: Development and Training		
General Disclosure Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.		Social (a): Employment Practices and Compliance Social (d): Staff Training and Development
KPI B3.1	The percentage of employees trained by gender and employee category.	Performance Data Summary — Social
KPI B3.2	The average training hours completed per employee by gender and employee category.	Performance Data Summary — Social

Indicator		Chapter/Disclosure
Aspect B4: Labour Standards		
General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.		Social (a): Employment Practices and Compliance Social (e): Labour Standards Significant Laws and Regulations
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Social (e): Labour Standards
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	Social (e): Labour Standards
Operating Practices **Aspect B5: Supply Chain Management**		
General Disclosure Policies on managing environmental and social risks of the supply chain.		Social (f): Supply Chain Management
KPI B5.1	Number of suppliers by geographical region.	Performance Data Summary — Social
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	Social (f): Supply Chain Management
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Social (f): Supply Chain Management
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Social (f): Supply Chain Management

Indicator		Chapter/Disclosure
Aspect B6: Product Responsibility		
General Disclosure		Social (g)–(j)
Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.		Significant Laws and Regulations
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Not applicable (no products were produced due to business nature)
KPI B6.2	Number of products and service-related complaints received and how they are dealt with.	Social (h): Customer Complaint Management
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Social (i): Intellectual Property, Marketing and Labelling
KPI B6.4	Description of quality assurance process and recall procedures.	Social (g): Project Quality Management
KPI B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored.	Social (j): Customer Privacy and Corporate Information Protection

Indicator		Chapter/Disclosure
Aspect B7: Anti-corruption		
General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.		Governance (a): Anti-corruption
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the Reporting Period and the outcomes of the cases.	Performance Data Summary — Social
KPI B7.2	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	Governance (b): Business Conduct and Ethics
KPI B7.3	Description of anti-corruption training provided to directors and staff.	Governance (a): Anti-corruption
Community **Aspect B8: Community Investment**		
General Disclosure Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.		Social (k): Community Investments
KPI B8.1	Focus areas of contribution.	Social (k): Community Investments
KPI B8.2	Resources contributed to the focus area.	Social (k): Community Investments

國衛會計師事務所有限公司
HODGSON IMPEY CHENG LIMITED

31/F, Gloucester Tower
The Landmark
11 Pedder Street
Central
Hong Kong

TO THE SHAREHOLDERS OF China Next-Gen Commerce and Supply Chain Limited
(incorporated in Cayman Islands with limited liability)

OPINION

We have audited the consolidated financial statements of China Next-Gen Commerce and Supply Chain Limited (the "**Company**") and its subsidiaries (collectively referred to as the "**Group**") set out on pages 85 to 168, which comprise the consolidated statement of financial position as at 30 September 2025, and the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 30 September 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards issued by the International Accounting Standards Board ("**IASB**") and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing ("**HKSAs**") issued by the Hong Kong Institute of Certified Public Accountants ("**HKICPA**"). Our responsibilities under those standards are further described in the "Auditors' Responsibilities for the Audit of the Consolidated Financial Statements" section of our report. We are independent of the Group in accordance with the HKICPA's Code of Ethics for Professional Accountants (the "**Code**"), and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KEY AUDIT MATTERS

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

KEY AUDIT MATTERS (continued)

Key audit matter	How our audit addressed the key audit matter
Recognition and accounting for revenue from contracts works *Refer to Note 3, 4 and 5 to the consolidated financial statements* We identified the revenue recognition as a key audit matter due to significant management judgment and estimation is required in the determination of the total outcome of the contracts works. As set out in Note 5, the Group's contract revenue from construction services amounted to approximately S$61,114,278 for the year ended 30 September 2025 as disclosed in the consolidated statement of profit or loss and other comprehensive income (2024: S$55,467,476). As disclosed in Note 21 to the consolidated financial statements, the carrying amount of contract assets of the Group amounted to approximately S$19,973,520 as at 30 September 2025 (2024: S$23,781,688). The Group is involved, amongst others, in the provision of civil engineering works and building construction works for which input method (i.e. based on actual costs incurred to date as a percentage of total budgeted costs to complete the project) is applied to measure the Group's progress towards satisfaction of a performance obligation and recognises revenue over time in accordance with IFRS 15 Revenue from Contracts with Customers.	Our procedures in relation to the management's revenue recognition and accounting for revenue from contract works included but not limited to: • Obtaining an understanding of the Group's controls and processes over revenue recognition and budget preparation; • Assessing the Group's revenue recognition including the Group's efforts or inputs to the projects relative to the expected inputs to the construction projects; • Obtaining a complete list of projects from management and sampling selected certain projects for detailed assessment; • Agreeing projects contract sum to signed contracts, and variation orders; • Vouching the actual cost incurred during the year to the details of suppliers' delivery orders and invoices and subcontractors' progress certificates to ensure the validity and accuracy of the costs; • Performing cut-off testing to verify contract costs incurred are taken up in the appropriate financial year; • Assessing the estimated cost to complete by substantiating costs that have been committed to quotations and contracts entered;

KEY AUDIT MATTERS (continued)

Key audit matter	How our audit addressed the key audit matter
The revenue and profit recognised in a year on these services is dependent, amongst others, on the assessment of the Group's efforts or inputs to the projects (i.e. contract costs incurred for work performed) relative to the expected inputs to the projects (i.e. estimated total budgeted contract costs committed for the projects). The uncertainty and subjectivity involved in determining the budgeted costs to complete and foreseeable losses may have a significant impact on the revenue and profit of the Group.	• Performing retrospective review by comparing total actual contract costs incurred at completion against the total budgeted contract costs to assess the reasonableness of the estimates used by the management; • For projects in progress, re-computed the percentage of completion of the contract based on input method to test the accuracy of the percentage of completion to determine the revenue to be recognised for the year; • For projects completed during the year, obtained certificates of completion and verified that the remaining revenue was captured; and • Examining the project documentation and discussing with management on the progress of significant projects to determine if there are any changes such as delays, penalties, overruns which may result in liquidated damages.

KEY AUDIT MATTERS (continued)

Key audit matter	How our audit addressed the key audit matter
Impairment assessment of trade receivables and contract assets *Refer to Notes 3, 4, 19, 21 and 31(b) to the consolidated financial statements* We identified the impairment assessment of trade receivables and contract assets as a key audit matter due to the significance of these balances to the consolidated financial statements as a whole, and the use of judgment and estimates by management in assessing the recoverability of trade receivables and contract assets. As disclosed in Notes 19 and 21 to the consolidated financial statements, as at 30 September 2025 the carrying amount of trade receivables and contract assets of the Group are approximately S$5,876,335 (net of allowance of credit losses of S$1,182,903) and S$19,973,520 (net of allowance of credit losses of S$5,014) respectively. As set out in Note 3 to the consolidated financial statements, the Group performs impairment assessment under ECL model on financial assets (including trade receivables) and contract assets which are subject to impairment assessment under IFRS 9. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition. The amount of the impairment loss based on ECL model is measured as the difference between all contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the effective interest rate determined at initial recognition. Where the future cash flows are less than expected, or being revised downward due to changes in facts and circumstances, a material impairment loss may arise. The impairment assessment under ECL on account receivables and contract assets is inherently subjective and requires significant management judgement, which increases the risk of error or potential management bias.	Our procedures in relation to impairment assessment of trade receivables and contract assets included but not limited to: • Understanding the management's process of assessing the recoverability of trade receivables and contract assets; • Inquiring of management for the status of each of the material trade receivables and contract assets past due at year end and collaborating explanations from management with supporting evidences, such as performing public profile search for selected customers, understanding on-going business relationship with the customers based on trade records, checking historical and subsequent settlement records and other correspondence with the customers; • Assessing the reasonableness of impairment recognised by examining the information used by management to form such judgements, such as checking the accuracy of the ageing analysis of trade receivables and contract assets to the payment certificates or completion certificates issued by the customers, respectively, on sampling basis; • For individually assessed expected credit losses, assessing the estimated loss rates with reference to the individual customers' historical observed default rates and checking the settlement history and changes in the forward-looking information; • Testing the subsequent settlements of credit impaired trade receivables and contract assets, on a sample basis, to cash receipt and bank remittance; and • Evaluating the disclosures regarding the impairment assessment of trade receivables and contract assets in Note 31(b) to the consolidated financial statements.

OTHER INFORMATION

The directors are responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements and our auditors' report thereon ("**Other Information**").

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

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

RESPONSIBILITIES OF THE DIRECTORS AND THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards issued by the IASB and the disclosure requirements of the Hong Kong Companies Ordinance, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

Those charged with governance are responsible for overseeing the Group's financial reporting process.

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion, solely to you, as a body, in accordance with our agreed terms of engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

As part of an audit in accordance with HKSAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

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

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

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

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

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

The engagement director on the audit resulting in this independent auditors' report is Kwok Tsz Chun.

HLB Hodgson Impey Cheng Limited
Certified Public Accountants

Kwok Tsz Chun
Practising Certificate Number: P06901

Hong Kong, 30 December 2025

Consolidated Statement of Profit or Loss and Other Comprehensive Income

Year ended 30 September 2025

	Note	2025 S$	2024 S$
Revenue			
Services	5	**61,114,278**	55,467,476
Rental	5	**542,908**	506,100
Total revenue		**61,657,186**	55,973,576
Cost of services		**(56,746,245)**	(51,174,485)
Gross profit		**4,910,941**	4,799,091
Other income	6	**124,292**	341,780
Other gains and losses	7	**1,532,804**	792,865
Administrative expenses		**(5,801,718)**	(5,998,944)
(Allowance for)/reversal of expected credit losses on financial assets and contract assets, net		**(1,007,242)**	189,669
Finance costs	8	**(638,792)**	(905,894)
Share of result of a joint venture	17	**(1,198)**	(2,720)
Loss before taxation	9	**(880,913)**	(784,153)
Income tax	10	**–**	–
Loss and total comprehensive loss for the year		**(880,913)**	(784,153)
Basic and diluted loss per share (S cents)	13	**(0.18)**	(0.16)

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

Consolidated Statement of Financial Position

As at 30 September 2025

	Note	2025 S$	2024 S$
Non-current assets			
Property, plant and equipment	14	**9,867,438**	11,819,158
Investment properties	15	**12,000,000**	11,460,000
Investment properties held under joint operations	16	**4,300,000**	4,250,000
Interest in a joint venture	17	**7,150**	8,348
Financial assets at fair value through profit or loss	18	**1,306,452**	1,282,430
Pledged bank deposits	22	**315,354**	510,384
		27,796,394	29,330,320
Current assets			
Trade receivables	19	**5,876,335**	7,961,984
Other receivables, deposits and prepayments	20	**2,469,269**	2,434,428
Contract assets	21	**19,973,520**	23,781,688
Bank deposits	22	**198,489**	–
Bank balances and cash	22	**3,056,075**	6,138,881
		31,573,688	40,316,981
Current liabilities			
Trade and other payables	23	**16,025,850**	20,008,560
Contract liabilities	21	**1,426,947**	3,899,299
Bank overdrafts	24	**4,890,891**	4,479,752
Bank borrowings	24	**3,726,095**	5,944,625
Bank borrowings held under joint operations	24	**116,513**	101,151
Lease liabilities	25	**478,786**	750,713
		26,665,082	35,184,100
Net current assets		**4,908,606**	5,132,881
Total assets less current liabilities		**32,705,000**	34,463,201
Non-current liabilities			
Bank borrowings	24	**3,272,150**	3,546,474
Bank borrowings held under joint operations	24	**2,137,599**	2,261,776
Lease liabilities	25	**1,001,311**	1,480,098
		6,411,060	7,288,348
Net assets		**26,293,940**	27,174,853

Consolidated Statement of Financial Position

As at 30 September 2025

	Note	2025 S$	2024 S$
Capital and reserves			
Share capital	26	**847,680**	847,680
Reserves	26	**25,446,260**	26,327,173
		26,293,940	27,174,853

The consolidated financial statements on pages 85 to 168 were approved and authorised for issue by the Board of Directors on 30 December 2025 and are signed on its behalf by:

Wang Kelly
Chairperson and Executive Director

Ding Zi Yi
Executive Director

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

Consolidated Statement of Changes in Equity

Year ended 30 September 2025

	Share capital	Share premium (Note (i))	Merger reserves (Note (ii))	Other reserves (Note (iii))	Properties revaluation reserves (Note 26)	Accumulated losses	Total
	S$	S$	S$	S$	S$	S$	S$
At 1 October 2023	847,680	18,742,783	6,895,003	1,109,142	767,248	(402,850)	27,959,006
Loss and total comprehensive loss for the year	–	–	–	–	–	(784,153)	(784,153)
At 30 September 2024 and at 1 October 2024	**847,680**	**18,742,783**	**6,895,003**	**1,109,142**	**767,248**	**(1,187,003)**	**27,174,853**
Loss and total comprehensive loss for the year	**–**	**–**	**–**	**–**	**–**	**(880,913)**	**(880,913)**
At 30 September 2025	**847,680**	**18,742,783**	**6,895,003**	**1,109,142**	**767,248**	**(2,067,916)**	**26,293,940**

Notes:

(i) Share premium represents the excess of share issue over the par value.

(ii) Merger reserves represents the difference between the cost of acquisition pursuant to the Reorganisation and the total value of share capital of the entity acquired.

(iii) Other reserves represents the dividend waived for the purpose of off setting the amount due from controlling Shareholders.

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

Consolidated Statement of Cash Flows

Year ended 30 September 2025

	2025 S$	2024 S$
OPERATING ACTIVITIES		
Loss before taxation	**(880,913)**	(784,153)
Adjustments for:		
Depreciation of property, plant and equipment	**2,133,075**	2,585,722
Fair value gains on investment properties	**(540,000)**	(910,000)
Fair value losses on investment properties held under joint operations	**(50,000)**	–
Fair value gains on financial assets at fair value through profit or loss	**(24,022)**	(15,983)
Allowance for/(reversal of) expected credit losses on financial assets and contract assets, net	**1,007,242**	(189,669)
Finance costs	**638,792**	905,894
Interest income	**(7,807)**	(26,452)
Unrealised exchange differences, net	**(183,523)**	443,243
Net gain on disposal of property, plant and equipment	**(422,590)**	(161,106)
Share of result of a joint venture	**1,198**	2,720
Operating cash flow before movements in working capital	**1,671,452**	1,850,216
Movements in working capital:		
Trade receivables	**1,240,434**	(3,430,682)
Other receivables, deposits and prepayments	**(209,861)**	77,163
Contract assets	**3,821,161**	(3,101,998)
Contract liabilities	**(2,472,352)**	3,864,698
Trade and other payables	**(3,982,710)**	3,884,504
Cash generated from operations	**68,124**	3,143,901
Income tax	**–**	–
Net cash generated from operating activities	**68,124**	3,143,901
INVESTING ACTIVITIES		
Proceeds from disposal of property, plant and equipment	**635,820**	329,439
Purchase of property, plant and equipment	**(394,585)**	(1,921,754)
Interest received	**7,807**	26,452
Net cash generated from/(used in) investing activities	**249,042**	(1,565,863)

Year ended 30 September 2025

	2025 S$	2024 S$
FINANCING ACTIVITIES		
Interest paid	**(638,792)**	(905,894)
Repayment of lease liabilities	**(750,714)**	(777,385)
Drawdown/(repayment) of bank overdrafts	**411,139**	(134,537)
Repayment of bank borrowings	**(13,131,120)**	(12,220,004)
Proceeds from bank borrowings	**10,529,451**	10,763,416
Increase in bank deposits	**(3,459)**	(3,418)
Net cash used in financing activities	**(3,583,495)**	(3,277,822)
NET DECREASE IN CASH AND CASH EQUIVALENTS	**(3,266,329)**	(1,699,784)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR	**6,138,881**	8,281,908
Effect of foreign exchange rate changes on bank balances and cash	**183,523**	(443,243)
CASH AND CASH EQUIVALENTS AT END OF THE YEAR represented by bank balances and cash	**3,056,075**	6,138,881

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

Notes to the Consolidated Financial Statements

30 September 2025

1 GENERAL

China Next-Gen Commerce and Supply Chain Limited (the "**Company**") was incorporated and registered as an exempted company in the Cayman Islands with limited liability on 17 September 2018. The registered office of the Company is located at Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman KY1-1111, Cayman Islands. The Company was registered with the Registrar of Companies in Hong Kong as a non-Hong Kong company under Part 16 of the Companies Ordinance (Chapter 622 of the Laws of Hong Kong) (the "**Companies Ordinance**") on 14 December 2018 and the principal place of business in Hong Kong is 18/F, Ovest, 77 Wing Lok Street, Sheung Wan, Hong Kong. The principal place of business is at 16 Kian Teck Way, Singapore 628749. The shares of the Company have been listed on the Main Board of The Stock Exchange of Hong Kong Limited (the "**Stock Exchange**") since 19 September 2019.

The Company is a subsidiary of Ever Realm Capital Limited, incorporated in the British Virgin Islands (the "**BVI**"), which is also the Company's ultimate holding company. Ever Realm Capital Limited is wholly owned by Ms. Wang Kelly.

The Company is an investment holding company and the principal activities of its operating subsidiaries are the provision of construction services and property investment in Singapore.

The consolidated financial statements are presented in Singapore dollars ("**S$**"), which is also the functional currency of the Company.

2 APPLICATION OF NEW AND AMENDMENTS TO IFRS ACCOUNTING STANDARDS

Amendments to IFRS Accounting Standards that are mandatorily effective for the current year

In the current year, the Group has applied the following amendments to IFRS Accounting Standards issued by the International Accounting Standards Board ("**IASB**") for the first time, which are mandatorily effective for the Group's annual periods beginning on or after 1 October 2024 for the preparation of the consolidated financial statements:

Amendments to IFRS 16	Lease Liability in a Sale and Leaseback
Amendments to IAS 1	Amendments to IAS 1 Classification of Liabilities as Current or Non-current
Amendments to IAS 1	Non-current Liabilities with Covenants
Amendments to IAS 7 and IFRS 7	Supplier Finance Arrangements

The application of the amendments in the current year has had no material impact on the Group's financial positions and performance for the current and prior years and/or on the disclosures set out in these consolidated financial statements.

New and amendments to IFRS Accounting Standards in issue but not yet effective

The Group has not early applied the following new and amendments to IFRS Accounting Standards that have been issued but are not yet effective:

Amendments to IFRS 9 and IFRS 7	Amendments to the Classification and Measurement of Financial Instruments[3]
Amendments to IFRS 10 and IAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture[1]
Amendments to IFRS Accounting Standards	Annual Improvements to IFRS Accounting Standards — Volume 11[3]
Amendments to IAS 21	Lack of Exchangeability[2]
IFRS 18	Presentation and Disclosure in Financial Statements[4]

[1] *Effective for annual periods beginning on or after a date to be determined.*

[2] *Effective for annual periods beginning on or after 1 January 2025.*

[3] *Effective for annual periods beginning on or after 1 January 2026.*

[4] *Effective for annual periods beginning on or after 1 January 2027.*

The directors of the Company anticipate that the application of all new and amendments to IFRS Accounting Standards will have no material impact on the consolidated financial statements in the foreseeable future.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION

The consolidated financial statements have been prepared in accordance with IFRS Accounting Standards issued by the IASB. For the purpose of preparation of the consolidated financial statements, information is considered material if such information is reasonably expected to influence decisions made by primary users. In addition, the consolidated financial statements include applicable disclosures required by the Listing Rules and the Companies Ordinance.

The directors of the Company have, at the time of approving the consolidated financial statements, a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the consolidated financial statements.

The consolidated financial statements have been prepared on the historical cost basis, except for investment properties, investment properties held under joint operations and financial assets at fair value through profit or loss that are measured at fair values at the end of each reporting period, as explained in the accounting policies set out below.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in the consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of IFRS 2 Share-based Payment, leasing transactions that are within the scope of IFRS 16 Leases, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in IAS 2 Inventories or value in use in IAS 36 Impairment of Assets.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

For financial instruments and investment properties which are transacted at fair value and a valuation technique that unobservable inputs are to be used to measure fair value in subsequent periods, the valuation technique is calibrated so that the results of the valuation technique equals the transaction price.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

The principal accounting policies adopted are set out below.

Material accounting policy information

Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and companies controlled by the Company and its subsidiaries. Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Group gains control until the date when the Group ceases to control the subsidiary.

Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Interest in a joint venture

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Interest in a joint venture (continued)

The results and assets and liabilities of a joint venture are incorporated in the consolidated financial statements using the equity method of accounting. The financial statements of a joint venture used for equity accounting purposes are prepared using uniform accounting policies as those of the Group for like transactions and events in similar circumstances. Under the equity method, interest in a joint venture is initially recognised in the consolidated statement of financial position at cost and adjusted thereafter to recognise the Group's share of the profit or loss and other comprehensive income of the joint venture. When the Group's share of losses of a joint venture exceeds the Group's interest in that joint venture (which includes any long-term interests that, in substance, form part of the Group's net investment in the joint venture), the Group discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the joint venture.

An investment in a joint venture is accounted for using the equity method from the date on which the investee becomes a joint venture. On acquisition of the investment in a joint venture, any excess of the cost of the investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill, which is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of the investment, after reassessment, is recognised immediately in profit or loss in the period in which the investment is acquired.

The Group assesses whether there is an objective evidence that the interest in a joint venture may be impaired. When any objective evidence exists, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with IAS 36 as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount. Any impairment loss recognised is not allocated to any asset, including goodwill, that forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with IAS 36 to the extent that the recoverable amount of the investment subsequently increases.

When the Group ceases to have joint control over a joint venture, it is accounted for as a disposal of the entire interest in the investee with a resulting gain or loss being recognised in profit or loss. When the Group retains an interest in the former joint venture and the retained interest is a financial asset within the scope of IFRS 9, the Group measures the retained interest at fair value at that date and the fair value is regarded as its fair value on initial recognition. The difference between the carrying amount of the joint venture and the fair value of any retained interest and any proceeds from disposing of the relevant interest in the joint venture is included in the determination of the gain or loss on disposal of the joint venture. In addition, the Group accounts for all amounts previously recognised in other comprehensive income in relation to that joint venture on the same basis as would be required if that joint venture had directly disposed of the related assets or liabilities. Therefore, if a gain or loss previously recognised in other comprehensive income by that joint venture would be reclassified to profit or loss on the disposal of the related assets or liabilities, the Group reclassifies the gain or loss from equity to profit or loss (as a reclassification adjustment) upon disposal/partial disposal of the relevant joint venture.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Interest in a joint venture (continued)

When the Group ceases to have joint control over a joint venture, it is accounted for as a disposal of the entire interest in the investee with a resulting gain or loss being recognised in the profit or loss.

When a group entity transacts with a joint venture of the Group, profits and losses resulting from the transactions with the joint venture are recognised in the consolidated financial statements only to the extent of interests in the joint venture that are not related to the Group.

Interests in joint operations

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the joint arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

The Group accounts for the assets, liabilities, revenues and expenses relating to its interest in a joint operation in accordance with the IFRSs applicable to the particular assets, liabilities, revenues and expenses.

When a group entity transacts with a joint operation in which a group entity is a joint operator (such as a sale or contribution of assets), the Group is considered to be conducting the transaction with the other parties to the joint operation, and gains and losses resulting from the transactions are recognised in the Group's consolidated financial statements only to the extent of other parties' interests in the joint operation.

When a group entity transacts with a joint operation in which a group entity is a joint operator (such as a purchase of assets), the Group does not recognise its share of the gains and losses until it resells those assets to a third party.

Revenue from contracts with customers

Revenue is recognised to depict the transfer of promised services to customers in an amount that reflects the consideration to which the Group expects to be entitled in exchange for those services. Specifically, the Group uses a 5-step approach to revenue recognition:

- Step 1: Identify the contract(s) with a customer.
- Step 2: Identify the performance obligations in the contract.
- Step 3: Determine the transaction price.
- Step 4: Allocate the transaction price to the performance obligations in the contract.
- Step 5: Recognise revenue when (or as) the entity satisfies a performance obligation.

The Group recognises revenue when (or as) a performance obligation is satisfied, i.e. when "control" of the services underlying the particular performance obligation is transferred to customers.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Revenue from contracts with customers (continued)

A performance obligation represents a service (or a bundle of services) that is distinct or a series of distinct services that are substantially the same.

Control is transferred over time and revenue is recognised over time by reference to the progress towards complete satisfaction of the relevant performance obligation if one of the following criteria is met:

- the customer simultaneously receives and consumes the benefits provided by the entity's performance as the entity performs; or
- the Group's performance creates or enhances an asset that the customer controls as the Group performs; or
- the Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

Otherwise, revenue is recognised at point in time when the customer obtains control of the distinct service.

A contract asset represents the Group's right to consideration in exchange for services that the Group has transferred to a customer that is not yet unconditional. It is assessed for impairment in accordance with IFRS 9. In contrast, a receivable represents the Group's unconditional right to consideration, i.e. only the passage of time is required before payment of that consideration is due.

A contract liability represents the Group's obligation to transfer services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer.

A contract asset and a contract liability relating to the same contract are accounted for and presented on a net basis.

Specifically, revenue is recognised as follows:

(i) Revenue from provision of civil engineering works and building construction works

The Group provides civil engineering works and building construction works under contracts with customers. Such contracts are entered into before the services begin. Under the terms of the contracts, the Group is contractually required to perform the services at the customers' specified sites that the Group's performance creates or enhances an asset that the customer controls as the Group performs. Revenue from provision of such services is therefore recognised over time using input method, i.e. based on the actual costs incurred by the Group to date compared with the total budgeted costs for the project to estimate the revenue recognised during the period. The management of the Group considers that input method would faithfully depict the Group's performance towards complete satisfaction of these performance obligation under IFRS 15.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Revenue from contracts with customers (continued)

(ii) Revenue from provision of other ancillary services

Revenue from provision of other ancillary services is mainly logistics and transportation services of construction materials whereby performance obligations are satisfied over a period of less than a day. Revenue is recognised upon rendering of services which coincides with the completion of delivery of the materials to the customers' designated delivery point.

Leases

The Group assesses whether a contract is or contains a lease based on the definition under IFRS 16 at inception of the contract. Such contract will not be reassessed unless the terms and conditions of the contract are subsequently changed.

The Group as lessee

Allocation of consideration to components of a contract

For a contract that contains a lease component and non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

The Group applies practical expedient not to separate non-lease components from lease component, and instead account for the lease component and any associated non-lease components as a single lease component.

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to leases of office and property, plant and equipment that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. It also applies the recognition exemption for lease of low-value assets. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis or another systematic basis over the lease term.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Leases (continued)

The Group as lessee (continued)

<u>Right-of-use assets</u>

The cost of right-of-use assets includes:

- the amount of the initial measurement of the lease liability;
- any lease payments made at or before the commencement date, less any lease incentives received;
- any initial direct costs incurred by the Group; and
- an estimate of costs to be incurred by the Group in dismantling and removing the underlying assets, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities other than adjustments to lease liabilities.

Right-of-use assets in which the Group is reasonably certain to obtain ownership of the underlying leased assets at the end of the lease term are depreciated from commencement date to the end of the useful life. Otherwise, right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term.

The Group presents right-of-use assets in "property, plant and equipment", the same line item within which the corresponding underlying assets would be presented if they were owned.

<u>Refundable rental deposits</u>

Refundable rental paid are accounted under IFRS 9 and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments and included in the cost of right-of-use assets.

<u>Lease liabilities</u>

At the commencement date of a lease, the Group recognises and measures the lease liability at the present value of lease payments that are unpaid at that date. In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Leases (continued)

The Group as lessee (continued)

Lease liabilities (continued)

The lease payments include:

- fixed payments (including in-substance fixed payments) less any lease incentives receivable;
- variable lease payments that depend on an index or a rate, initially measured using index or rate as at the commencement date;
- amounts expected to be payable by the Group under residual value guarantees;
- the exercise price of a purchase option reasonably certain to be exercised by the Group; and
- payments of penalties for terminating a lease, if the lease term reflects the Group exercising an option to terminate the lease.

After the commencement date, lease liabilities are adjusted by interest accretion and lease payments.

The Group remeasures lease liabilities (and makes a corresponding adjustment to the related right-of-use assets) whenever:

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the related lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the date of reassessment.
- the lease payments change due to changes in market rental rates following a market rent review/expected payment under a guaranteed residual value, in which cases the related lease liability is remeasured by discounting the revised lease payments using the initial discount rate.
- a lease contract is modified and the lease modification is not accounted for as a separate lease (see below for the accounting policy for "**lease modifications**").

The Group presents lease liabilities as a separate line item on the consolidated statement of financial position.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Leases (continued)

The Group as lessee (continued)

Lease modifications

The Group accounts for a lease modification as a separate lease if:

- the modification increases the scope of the lease by adding the right to use one or more underlying assets; and

- the consideration for the leases increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.

For a lease modification that is not accounted for as a separate lease, the Group remeasures the lease liability based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The Group accounts for the remeasurement of lease liabilities by making corresponding adjustments to the relevant right-of-use asset. When the modified contract contains one or more additional lease components, the Group allocates the consideration in the modified contract to each lease component on the basis of the relative stand-alone price of the lease component. The associated non-lease components are included in the respective lease components.

The Group as lessor

Classification and measurement of leases

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Amounts due from lessees under finance leases are recognised as receivables at commencement date at amounts equal to net investments in the leases, measured using the interest rate implicit in the respective leases. Initial direct costs (other than those incurred by manufacturer or dealer lessors) are included in the initial measurement of the net investments in the leases. Interest income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Group's net investment outstanding in respect of the lease.

Rental income from operating leases is recognised in profit or loss on a straight-line basis over the term of the relevant lease. Initial costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset, and such costs are recognised as an expense on a straight-line basis over the lease term except for investment properties measured under fair value model. Variable lease payments that do not depend on an index or a rate are recognised as income when they arise.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Leases (continued)

The Group as lessor (continued)

Classification and measurement of leases (continued)

Rental income which are derived from the Group's ordinary course of business are presented as revenue.

Allocation of consideration to components of a contract

When a contract includes both lease and non-lease components, the Group applies IFRS 15 to allocate the consideration under the contract to each component. Non-lease components are separated from lease component on the basis of their relative stand-alone selling prices.

Refundable rental deposits

Refundable rental deposits received are accounted for under IFRS 9 and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments from lessees.

Lease modification

Changes in considerations of lease contracts that were not part of the original terms and conditions are accounted for as lease modifications, including lease incentives provided through forgiveness or reduction of rentals.

The Group accounts for a modification to an operating lease as a new lease from effective date of the modification, considering any prepaid or accrued lease payments relating to the original lease as part of the lease payments for the new lease.

Borrowing costs

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

Government grants

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received.

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate. Specifically, government grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets are recognised as deferred income in the consolidated statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful life of the related assets.

Government grants related to income that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in profit or loss in the period in which they become receivable. Such grants are presented under "other income".

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Employee benefits

Retirement benefit costs

Payment to defined contribution refitment benefit plans is recognised as an expense when employees have rendered service entitling them to the contributions. The Group operates the Mandatory Provident Fund Scheme (the "**MPF Scheme**") under the Hong Kong Mandatory Provident Fund Schemes Ordinance for those employees employed under the jurisdiction of the Hong Kong Employment Ordinance. The MPF Scheme is a defined contribution scheme, the assets of which are held in separate trustee-administered funds.

Under the MPF Scheme, the employer and its employees are each required to make contributions to the scheme at 5% of the employees' relevant income, with the employers' contributions subject to a cap of monthly relevant income of HK$30,000. The Group's contributions to the scheme are expensed as incurred and vested in accordance with the scheme's vesting scales. Where employees leave the scheme prior to the full vesting of the employer's contributions, the amount of forfeited contributions is used to reduce the contributions payable by the Group.

For LSP obligation, the Group accounts for the employer Mandatory Provident Fund ("**MPF**") contributions expected to be offset as a deemed employee contribution towards the LSP obligation in terms of HKAS 19.93(a) and it is measured on a net basis. The estimated amount of LSP obligation is determined after deducting the negative service cost arising from the accrued benefits (being projected and attributed to periods of service) derived from the Group's MPF contributions that have been vested with employees and would be used to offset the employee's LSP benefits, which are deemed to be contributions from the relevant employees.

Payments made to Central Provident Fund ("**CPF**") are recognised as expense when employees have rendered service entitling them to the contributions.

Short-term and other long-term employee benefits

Short-term employee benefits are recognised at the undiscounted amount of the benefits expected to be paid as and when employees rendered the service capitals. All short-term employee benefits are recognised as an expense unless another IFRS requires or permits the inclusion of the benefits in the cost of an asset.

A liability is recognised for benefits accruing to employees (such as wages and salaries, annual leave and sick leave) after deduction of any amount already paid.

Taxation

Income tax expense represents the sum of current and deferred income tax expense.

(a) Current income tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit/(loss) before tax because of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Taxation (continued)

(b) Deferred tax

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

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

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset is realised, based on tax rate (and tax laws) that have been enacted or substantively enacted by the end of each reporting period.

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

For the purposes of measuring deferred tax for investment properties that are measured using the fair value model, the carrying amounts of such properties are presumed to be recovered entirely through sale, unless the presumption is rebutted. The presumption is rebutted when the investment property is depreciable and is held within a business model whose objective is to consume substantially all of the economic benefits embodied in the investment property over time, rather than through sale, except for freehold land, which is always presumed to be recovered entirely through sale.

For the purpose of measuring deferred tax for leasing transaction in which the Group recognises the right-of-use assets and the related lease liabilities, the Group first determines whether the tax deductions are attributable to the right-of-use assets or the lease liabilities.

For leasing transactions in which the tax deductions are attributable to the lease liabilities, the Group applies IAS 12 Income taxes requirements to right-of-use assets and lease liabilities separately. The Group recognises a deferred tax asset related to lease liabilities to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised and a deferred tax liability for all taxable temporary differences.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied to the same taxable entity by the same taxation authority.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Taxation (continued)

(c) Current and deferred tax

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively.

(d) Goods and services tax ("**GST**")

Revenues, expenses and assets are recognised net of the amount of GST except where the GST incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable. Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the taxation authority is included as part of other receivables or payables in the consolidated statements of financial position.

Foreign currencies

In preparing the consolidated financial statements of the Group, transactions in currencies other than the functional currency of the entity (foreign currencies) are recognised at the rates of exchanges prevailing on the dates of the transactions. At the end of the reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on the settlement of monetary items, and on the retranslation of monetary items, are recognised in profit or loss in the period in which they arise.

Impairment on property, plant and equipment and right-of-use assets

At the end of each reporting period, the Group reviews the carrying amounts of its property, plant and equipment and right-of-use assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss, if any.

The recoverable amount of property, plant and equipment and right-of-use assets are estimated individually. When it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash generating unit to which the asset belongs.

In testing a cash-generating unit for impairment, corporate assets are allocated to the relevant cash-generating unit when a reasonable and consistent basis of allocation can be established, or otherwise they are allocated to the smallest group of cash generating units for which a reasonable and consistent allocation basis can be established. The recoverable amount is determined for the cash-generating unit or group of cash-generating units to which the corporate asset belongs, and is compared with the carrying amount of the relevant cash-generating unit or group of cash-generating units.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Impairment on property, plant and equipment and right-of-use assets (continued)

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset (or a cash-generating unit) for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or a cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or a cash-generating unit) is reduced to its recoverable amount. For corporate assets or portion of corporate assets which cannot be allocated on a reasonable and consistent basis to a cash-generating unit, the Group compares the carrying amount of a group of cash-generating units, including the carrying amounts of the corporate assets or portion of corporate assets allocated to that group of cash-generating units, with the recoverable amount of the group of cash-generating units. In allocating the impairment loss, the impairment loss is allocated first to reduce the carrying amount of any goodwill (if applicable) and then to the other assets on a pro-rata basis based on the carrying amount of each asset in the unit or the group of cash-generating units. The carrying amount of an asset is not reduced below the highest of its fair value less costs of disposal (if measurable), its value in use (if determinable) and zero. The amount of the impairment loss that would otherwise have been allocated to the asset is allocated pro rata to the other assets of the unit or the group of cash-generating units. An impairment loss is recognised immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

Property, plant and equipment

Property, plant and equipment held for use in the production or supply of goods or services, or for administrative purposes are stated at cost less subsequent accumulated depreciation and accumulated impairment losses, if any.

Freehold lands are not depreciated and are measured at cost less subsequent accumulated impairment losses.

When the Group makes payments for ownership interests of properties which includes both leasehold land and building elements, the entire consideration is allocated between the leasehold land and the building elements in proportion to the relative fair values at initial recognition. To the extent the allocation of the relevant payments can be made reliably, interest in leasehold land is presented as "right-of-use assets" in the consolidated statement of financial position except for those that are classified and accounted for as investment properties under the fair value model. When the consideration cannot be allocated reliably between non-lease building element and undivided interest in the underlying leasehold land, the entire properties are classified as property, plant and equipment.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Property, plant and equipment (continued)

Depreciation is recognised so as to write off the cost of items of property, plant and equipment other than freehold land less their residual values over their estimated useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

Investment properties

Investment properties are properties held to earn rentals. Investment properties are initially measured at cost, including any directly attributable expenditure. Subsequent to initial recognition, investment properties are measured at their fair values. All of the Group's property interests held under operating leases to earn rentals or for capital appreciation purposes are classified and accounted for as investment properties and are measured using the fair value model. Gains or losses arising from changes in the fair value of investment properties are included in profit or loss for the period in which they arise.

An investment property is derecognised upon disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from its disposals. Any gain or loss arising on derecognition of the property (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the period in which the property is derecognised.

Dividend distribution

Dividend distribution to the shareholders is recognised as a liability in the consolidated financial statements in the period in which the dividends are approved by the group companies' shareholders, where appropriate.

Provisions

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

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of each reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Provisions (continued)

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

Financial instruments

Initial recognition

Financial assets and financial liabilities are recognised on the Group's consolidated statement of financial position when a group entity becomes a party to the contractual provisions of the instrument.

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the market place.

Financial assets and financial liabilities are initially measured at fair value except for trade receivables arising from contracts with customers which are initially measured in accordance with IFRS 15. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets or liabilities at fair value through profit or loss ("**FVTPL**")) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at FVTPL are recognised immediately in profit or loss.

Financial assets

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

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Financial instruments (continued)

Financial assets (continued)

Classification and subsequent measurement of financial assets

Financial assets that meet the following conditions are subsequently measured at amortised cost:

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

Financial assets that meet the following conditions are subsequently measured at fair value through other comprehensive income ("**FVTOCI**"):

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All other financial assets are subsequently measured at FVTPL, except that at the date of initial application of IFRS 9/initial recognition of a financial asset the Group may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income ("**OCI**") if that equity investment is neither held for trading nor contingent consideration recognised by an acquirer in a business combination to which IFRS 3 Business Combinations applies.

A financial asset is held for trading if:

- it has been acquired principally for the purpose of selling in the near term; or
- on initial recognition it is a part of a portfolio of identified financial instruments that the Group manages together and has a recent actual pattern of short-term profit-taking; or
- it is a derivative that is not designated and effective as a hedging instrument.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Financial instruments (continued)

Financial assets (continued)

Amortised cost and interest income

Interest income is recognised using the effective interest method for financial assets measured subsequently at amortised cost. Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired (see below). For financial assets that have subsequently become credit-impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset from the next reporting period. If the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset from the beginning of the reporting period following the determination that the asset is no longer credit-impaired.

Financial assets at FVTPL

Financial assets that do not meet the criteria for being measured at amortised cost or FVTOCI or designated as FVTOCI are measured at FVTPL.

Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any fair value gains or losses recognised in profit or loss. The net gain or loss recognised in profit or loss excludes any dividend or interest earned on the financial asset and is included in the "other gains and losses" line item.

Impairment of financial assets and contract assets

The Group performs impairment assessment under expected credit loss ("**ECL**") model on financial assets (including trade receivables, other receivables and deposits, bank deposits and bank balances and cash) and contract assets which are subject to impairment assessment under IFRS 9. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition.

Lifetime ECL represents the ECL that will result from all possible default events over the expected life of the relevant instrument. In contrast, 12-month ECL ("**12m ECL**") represents the portion of lifetime ECL that is expected to result from default events that are possible within 12 months after the reporting date. Assessments are done based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current conditions at the reporting date as well as the forecast of future conditions.

The Group always recognises lifetime ECL for trade receivables and contract assets without significant financing component.

For all other financial instruments, the Group measures the loss allowance at an amount equal to 12m ECL, unless when there has been a significant increase in credit risk since initial recognition, the Group recognises lifetime ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Financial instruments (continued)

Financial assets (continued)

Significant increase in credit risk

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

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

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

Irrespective of the outcome of the above assessment, the Group presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

Despite the aforegoing, the Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition if the financial instrument is determined to have low credit risk at the reporting date. A financial instrument is determined to have low credit risk if (i) the financial instrument has a low risk of default (i.e. no default history), (ii) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term, and (iii) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

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

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Financial instruments (continued)

Financial assets (continued)

Definition of default

The Group considers the following as constituting an event of default for internal credit risk management purposes as historical experience indicates that receivables that meet either of the following criteria are generally not recoverable:

- when there is a breach of financial covenants by the counterparty; or
- information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full (without taking into account any collaterals held by the Group).

The Group also considers that default has occurred when the instrument is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.

Credit-impaired financial assets

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

(a) significant financial difficulty of the issuer or the borrower;

(b) a breach of contract, such as a default or past due event;

(c) the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider; or

(d) it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation.

Write-off policy

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

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Financial instruments (continued)

Financial assets (continued)

Measurement and recognition of ECL

The measurement of ECL is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information. Estimation of ECL reflects an unbiased and probability-weighted amount that is determined with the respective risks of default occurring as the weights.

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

Lifetime ECL for certain trade receivables and contract assets are considered on a collective basis taking into consideration past due information and relevant credit information such as forward looking macroeconomic information.

For collective assessment, the Group takes into consideration the following characteristics when formulating the grouping:

- Past-due status;
- Nature, size and industry of debtors; and
- External credit ratings where available.

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

Interest income is calculated based on the gross carrying amount of the financial asset unless the financial asset is credit impaired, in which case interest income is calculated based on amortised cost of the financial asset.

The Group recognises an impairment gain or loss in profit or loss for all financial instruments by adjusting their carrying amount, with the exception of trade and other receivables and contract assets where the corresponding adjustment is recognised through a loss allowance account.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Financial instruments (continued)

Financial assets (continued)

Derecognition of financial assets

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

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

Financial liabilities and equity instruments

Classification as debt or equity

Debt and equity instruments issued by the Group are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

Equity instruments

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

Financial liabilities

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

Financial liabilities at amortised cost

Financial liabilities (including trade and other payables, lease liabilities, bank borrowings and bank overdrafts) are subsequently measured at amortised cost using the effective interest method, except for short-term balances when the effect of discounting is immaterial.

Derecognition of financial liabilities

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

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Financial instruments (continued)

Offsetting arrangements

Financial assets and financial liabilities are offset and the net amount presented in the consolidated statement of financial position when the Group has a legally enforceable right to set off the recognised amounts; and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously. A right to set-off must be available today rather than being contingent on a future event and must be exercisable by any of the counterparties, both in the normal course of business and in the event of default, insolvency or bankruptcy.

Cash and cash equivalents

Cash and cash equivalents presented on the consolidated statement of financial position include:

(a) cash, which comprises of cash on hand and demand deposits, excluding bank balances that are subject to regulatory restrictions that result in such balances no longer meeting the definition of cash; and

(b) cash equivalents, which comprises of short-term (generally with original maturity of three months or less), highly liquid investments that are readily convertible to a known amount of cash and which are subject to an insignificant risk of changes in value. Cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes.

For the purposes of the outstanding bank overdraft which are repayable on demand and form an integral part of the Group's cash management. Such overdrafts are presented as short-term borrowings in the consolidated statement of financial position.

Related parties

A party is considered to be related to the Group if:

(a) the party is a person or a close member of that person's family and if that person:

(i) has control or joint control over of the Group;

(ii) has significant influence over the Group; or

(iii) is a member of the key management personnel of the Group or of a parent of the Group.

3 BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION (continued)

Material accounting policy information (continued)

Related parties (continued)

(b) the party is an entity and if any of the following conditions applies:

- (i) the entity and the Group are members of the same group (which means that each parent, subsidiary and fellow subsidiaries is related to the others).
- (ii) one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
- (iii) the entity and the Group are joint ventures of the same third party.
- (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity.
- (v) the entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group (if the Group is itself such a plan) and the sponsoring employers are also related to the Group.
- (vi) the entity is controlled or jointly controlled by a person identified in (a).
- (vii) a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
- (viii) the entity, or any member of a group of which it is a part, provides key management personnel services to the Group or to the parent of the Group.

Close family members of an individual are those family members who may be expected to influence, or be influenced by, that individual in their dealings with the entity.

(i) that person's children and spouse or domestic partner;

(ii) children of that person's spouse or domestic partner; and

(iii) dependents of that person or that person's spouse or domestic partner.

A transaction is considered to be a related party transaction when there is a transfer of resources, or obligations between the Group and a related party, regardless of whether a price is charged.

4 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in Note 3 to the consolidated financial statements, the management of the Group is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The following is the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of each reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets within the next financial year.

Revenue recognition from provision of civil engineering works and building construction works

The Group recognises contract revenue and contract costs from provision of civil engineering works and building construction works using input method, based on the actual costs incurred by the Group to date compared with the total budgeted costs for the project to estimate the revenue recognised during the period.

The estimated total contract costs are based on contracted amounts, and in respect of amounts not contracted for, management's estimates of the amounts to be incurred taking into consideration historical trends of the amounts incurred and adjusted for any price fluctuations during the year, where applicable. Notwithstanding that management reviews and revises the estimates of both revenue and total contract costs as the contract progresses, the actual outcome of the contract in terms of its total revenue and costs may be higher or lower than the estimates and this will affect the revenue and profit recognised.

Management reviews the construction contracts for foreseeable losses whenever there is an indication that the estimated contract revenue is lower than the estimated total contract costs.

The carrying amounts of contract assets and contract liabilities arising from provision of civil engineering works and building construction works are disclosed in Note 21.

Estimated impairment of trade receivables and contract assets

Trade receivables and contract assets with significant balances and credit-impaired are assessed for ECL individually.

In addition, the Group uses practical expedient in estimating ECL on trade receivables which are not assessed individually using a provision matrix. The provision rates are based on past-due aging of debtors as groupings of various debtors taking into consideration the Group's historical default rates and forward-looking information that is reasonable and supportable available without undue costs or effort. At every reporting date, the historical observed default rates are reassessed and changes in the forward-looking information are considered.

4 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (continued)

Estimated impairment of trade receivables and contract assets (continued)

The carrying amount of trade receivables and contract assets as at 30 September 2025 and 2024 are disclosed in Notes 19 and 21 respectively.

During the year ended 30 September 2025, net allowance for/(reversal of) expected credit losses of S$845,214 (2024: S$(55,499)) and S$(12,994) (2024: S$(107,923)) in respect of trade receivables and contract assets were recognised in the statement of profit or loss and other comprehensive income respectively.

Fair value measurement of investment properties and properties held under joint operations

The Group's investment properties amounting to S$12,000,000 (2024: S$11,460,000) and investment properties held under joint operations amounting to S$4,300,000 (2024: S$4,250,000) as at 30 September 2025 are measured at fair values with fair values being determined based on unobservable inputs using valuation techniques. Judgement and estimation are required in establishing the relevant valuation techniques and the relevant inputs thereof. Changes in assumptions relating to these factors could affect the reported fair values of these properties. See Notes 15 and 16 for further disclosures respectively.

Impairment of property, plant and equipment

Property, plant and equipment are stated at costs less accumulated depreciation and impairment, if any. In determining whether an asset is impaired, the Group has to exercise judgement and make estimation, particularly in assessing: (1) whether an event has occurred or any indicators that may affect the asset value; (2) whether the carrying value of an asset can be supported by the recoverable amount, in the case of value in use, the net present value of future cash flows which are estimated based upon the continued use of the asset; and (3) the appropriate key assumptions to be applied in estimating the recoverable amounts including cash flow projections and an appropriate discount rate. When it is not possible to estimate the recoverable amount of an individual asset including right-of-use assets, the Group estimates the recoverable amount of the cash generating unit to which the assets belongs, including allocation of corporate assets when a reasonable and consistent basis of allocation can be established, otherwise recoverable amount is determined at the smallest group of cash generating units, for which the relevant corporate assets have been allocated. Changing the assumptions and estimates, including the discount rates or the growth rate in the cash flow projections, could materially affect the recoverable amounts. Furthermore, the cash flows projections, growth rate and discount rate are subject to greater uncertainties in the current year due to uncertainty on the volatility in financial markets, including potential disruptions in the Group's provision of construction services.

As at 30 September 2025, the carrying amounts of property, plant and equipment subject to impairment assessment were approximately S$9,867,438 (2024: S$11,819,158) respectively. No impairment has been made for the years ended 30 September 2025 and 2024.

5 REVENUE AND SEGMENT INFORMATION

Revenue represents the fair value of amounts received and receivable from provision of construction services (including civil engineering works, building construction works and other ancillary services) by the Group to external customers and property investment being rental income from investment properties and investment properties held under joint operations.

(i) Disaggregation of revenue from contracts with customers

	2025	2024
	S$	S$
Type of services		
Construction services		
– Civil engineering works	**60,281,956**	51,993,643
– Building construction works	**8,382**	138,783
– Other ancillary services	**823,940**	3,335,050
Revenue from contracts with customers	**61,114,278**	55,467,476
Rental from property investment	**542,908**	506,100
Segment revenue *(Note 5(iv))*	**61,657,186**	55,973,576
Timing of revenue recognition		
Over time	**61,114,278**	55,467,476
Type of customers		
Corporate	**60,811,324**	46,842,925
Government	**302,954**	8,624,551
	61,114,278	55,467,476

(ii) Performance obligations for contracts with customers

The Group derives its revenue from provision of construction services over time.

5 REVENUE AND SEGMENT INFORMATION (continued)

(iii) Transaction price allocated to the remaining performance obligation for contracts with customers

The following table shows the aggregate amount of the transaction price allocated to performance obligations that are unsatisfied as at the end of each reporting period:

	2025	2024
	S$	S$
Civil engineering works		
– Within one year	**62,243,178**	62,533,662
– More than one year but not more than two years	**22,124,745**	31,555,850
– More than two years but not more than five years	**9,635,353**	28,813,731
	94,003,276	122,903,243

During the year, majority of the construction contracts for services provided to external customers last over 12 months (2024: over 12 months).

All performance obligations for provision of other ancillary services are for periods of one year or less. As permitted under IFRS 15, the transaction price allocated to these unsatisfied performance obligations is not disclosed.

(iv) Segment information

Information is reported to the executive directors of the Company, being the Chief Operating Decision Makers ("**CODMs**") of the Group, for the purposes of resource allocation and performance assessment. The CODMs review segment revenue and results attributable to each segment, which is measured by reference to respective segments' gross profit. The Group has two operating segments as follows:

- Construction services: provision of civil engineering works, building construction works and other ancillary services to government and commercial corporations.

- Property investment: leasing of residential and industrial properties.

No analysis of the Group's assets and liabilities is regularly provided to the CODMs for review.

5 REVENUE AND SEGMENT INFORMATION (continued)

(iv) Segment information (continued)

	2025 S$	2024 S$
Segment revenue		
Construction services	**61,114,278**	55,467,476
Property investment	**542,908**	506,100
	61,657,186	55,973,576
Segment results		
Construction services	**4,482,854**	4,445,157
Property investment	**428,087**	353,934
	4,910,941	4,799,091
Unallocated:		
Other income	**124,292**	341,780
Other gains and losses	**1,532,804**	792,865
Administrative expenses	**(5,801,718)**	(5,998,944)
(Allowance for)/reversal of expected credit losses on financial assets and contract assets, net	**(1,007,242)**	189,669
Finance costs	**(638,792)**	(905,894)
Share of result of a joint venture	**(1,198)**	(2,720)
Loss before taxation	**(880,913)**	(784,153)

(v) Geographical information

The Group principally operates in Singapore, which is also the place of domicile. The Group's revenue are all derived from Singapore (2024: 100%) and the Group's non-current assets are all located in Singapore.

5 REVENUE AND SEGMENT INFORMATION (continued)

(vi) Information about major customers

Revenue from customers individually contributing over 10% of total revenue of the Group during the year are as follows:

	2025 **S$**	2024 S$
Customer I**	**12,483,483**	–*
Customer II**	**–***	5,252,042
Customer III**	**–***	7,281,481
Customer IV**	**10,540,816**	6,240,057
Customer V**	**10,471,154**	6,119,196
Customer VI**	**–***	7,603,210

* *Revenue from the relevant customers did not contribute over 10% of the Group's total revenue for the reporting period.*

** *Revenue was derived from provision of construction services.*

6 OTHER INCOME

	2025 **S$**	2024 S$
Government grants *(Note (i))*	**18,970**	30,745
Rental income from renting equipment	**78,602**	284,583
Interest income from bank deposits	**9,281**	26,452
Others *(Note (ii))*	**17,439**	–
	124,292	341,780

Notes:

(i) Government grants for the year ended 30 September 2025 and 2024 mainly represented the employment credit scheme.

All government grants were compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs. There are no special condition or contingencies that are needed to be fulfilled and they were non-recurring in nature.

(ii) During the year ended 30 September 2025, others mainly represented insurance claim of approximately S$16,390.

7 OTHER GAINS AND LOSSES

	2025	2024
	S$	S$
Net gain on disposal of property, plant and equipment	**422,590**	161,106
Gain from sale of scrap materials	**312,669**	149,019
Net foreign exchange gains/(loss)	**183,523**	(443,243)
Fair value gains on investment properties	**540,000**	910,000
Fair value gains on investment properties held under joint operations	**50,000**	–
Fair value gains on financial assets at fair value through profit or loss	**24,022**	15,983
	1,532,804	792,865

8 FINANCE COSTS

	2025	2024
	S$	S$
Interests on:		
– Bank borrowings	**446,577**	618,395
– Bank overdrafts	**149,433**	239,820
– Lease liabilities	**42,782**	47,679
	638,792	905,894

9 LOSS BEFORE TAXATION

Loss before taxation has been arrived at after charging:

	2025 S$	2024 S$
Depreciation of property, plant and equipment:		
– recognised as cost of services	**1,066,471**	1,608,420
– recognised as administrative expenses	**1,066,604**	977,302
	2,133,075	2,585,722
Expense relating to short-term leases	**116,623**	159,270
Auditors' remuneration:		
– Annual audit fees	**131,000**	146,475
Directors' remuneration *(Note 11)*	**157,648**	1,038,216
Other staff costs:		
– Salaries and other benefits	**7,419,419**	5,862,187
– Contributions to retirement benefit scheme contribution	**419,525**	329,804
– FWL and skill development levy	**1,232,195**	988,171
Total staff costs (including Directors' remuneration):	**9,228,787**	8,218,378
– recognised as cost of services	**5,968,082**	5,618,669
– recognised as administrative expenses	**3,260,705**	2,599,709
Cost of materials recognised as cost of services	**9,546,052**	19,519,635
Subcontracting costs recognised as cost of services	**29,156,005**	21,385,605

10 INCOME TAX

	2025 S$	2024 S$
Tax credit comprises:		
Current tax		
– Singapore corporate income tax ("**CIT**")	**–**	–
Deferred tax		
– Current year	**–**	–
	–	–

10 INCOME TAX (continued)

Singapore CIT is calculated at 17% (2024: 17%) of the estimated assessable profit of the Singapore subsidiaries. Singapore subsidiaries can enjoy 75% tax exemption on the first S$10,000 of normal chargeable income and a further 50% tax exemption on the next S$190,000 of normal chargeable income for the years ended 30 September 2025 and 2024.

The income tax for the year can be reconciled to the loss before taxation per the consolidated statement of profit or loss and other comprehensive income as follows:

	2025 **S$**	2024 S$
Loss before taxation	**(880,913)**	(784,153)
Tax at applicable tax rate of 17%	**(149,755)**	(133,306)
Effect of income not taxable for tax purpose	**(192,391)**	(293,952)
Effect of expenses not deductible for tax purpose	**359,724**	433,708
Tax effect of share of result of a joint venture	**204**	462
Effect of unused tax losses and deductible temporary differences not recognised	**341,109**	270,298
Effect of previously unrecognised and unused tax losses now being utilised	**(358,891)**	(277,210)
Taxation for the year	**–**	–

The unused tax losses were as follows:

	2025 **S$**	2024 S$
Unused tax losses	**9,812,168**	12,200,139

As at 30 September 2025 and 2024, the Group has unused tax losses available for offset against future profits. No deferred tax asset has been recognised in respect of such losses and temporary differences due to the unpredictability of future profit streams of the respective group companies. The unrecognised tax losses can be carried forward subject to there being no substantial change in shareholders nor the group companies' principal activities as required by provisions of the Singapore Income Tax Act.

11 DIRECTORS' AND CHIEF EXECUTIVE'S EMOLUMENTS AND EMPLOYEES' REMUNERATION

Directors' and chief executive's emoluments

The emoluments paid or payable to the directors and chief executive of the Company (including emoluments for services as employees/directors of the Group prior to becoming the directors of the Company) by entities comprising the Group are as follows:

Year ended 30 September 2025

	Fees S$	Discretionary bonus *(Note (i))* S$	Salaries and allowances S$	Retirement benefit scheme contribution *(Note (ii))* S$	Total S$
Executive Directors					
Mr. Ho Chi Hong *(Note iii)*	19,815	–	–	–	19,815
Mr. Chang Tin Duk Victor *(Note iv)*	19,815	–	–	–	19,815
Ms. Wang Kelly *(Note v)*	2,946	–	17,221	249	20,416
Ms. Ding Zi Yi *(Note v)*	2,946	–	9,794	249	12,989
Non-executive Director					
Mr. Law Ka Wing Eric *(Note vi)*	19,816	–	–	–	19,816
Independent Non-executive Directors					
Ms. Xie Xiaolin *(Note vii)*	618	–	–	–	618
Mr. Lu Yanjun *(Note vii)*	618	–	–	–	618
Mr. Lu Guoqiang *(Note vii)*	618	–	–	–	618
Mr. Chan Kwok Wing Kelvin *(Note viii)*	6,768	–	–	–	6,768
Ms. Chen Yunxia *(Note ix)*	16,543	–	–	–	16,543
Mr. Tam Tak Kei Raymond *(Note x)*	19,816	–	–	–	19,816
Mr. Li Tao *(Note xi)*	19,816	–	–	–	19,816
	130,135	–	27,015	498	157,648

11 DIRECTORS' AND CHIEF EXECUTIVE'S EMOLUMENTS AND EMPLOYEES' REMUNERATION (continued)

Directors' and chief executive's emoluments (continued)

Year ended 30 September 2024

	Fees S$	Discretionary bonus *(Note (i))* S$	Salaries and allowances S$	Retirement benefit scheme contribution *(Note (ii))* S$	Total S$
Executive Directors					
Mr. Poon	–	43,000	516,000	15,048	574,048
Mr. Koh Chew Chiang	–	26,000	288,000	25,857	339,857
Mr. Ho Chi Hong *(Note iii)*	321	–	–	–	321
Mr. Chang Tin Duk Victor *(Note iv)*	321	–	–	–	321
Non-executive Director					
Mr. Law Ka Wing Eric *(Note vi)*	321	–	–	–	321
Independent Non-executive Directors					
Mr. Wong Ka Bo Jimmy *(Note xii)*	40,902	–	–	–	40,902
Mr. Chan Kwok Wing Kelvin *(Note viii)*	40,902	–	–	–	40,902
Mr. Tam Hon Fai *(Note xiii)*	40,902	–	–	–	40,902
Mr. Tam Tak Kei Raymond *(Note x)*	321	–	–	–	321
Mr. Li Tao *(Note xi)*	321	–	–	–	321
	124,311	69,000	804,000	40,905	1,038,216

Notes:

(i) The discretionary bonus is determined by reference to the duties and responsibilities of the relevant individual within the Group and the Group's performance.

(ii) No other retirement benefits were paid to directors in respect of their respective services in connection with the management of the affairs of the Company or its subsidiaries undertaking.

(iii) Mr. Ho Chi Hong was appointed as executive director of the Company on 25 September 2024 and resigned on 25 September 2025.

(iv) Mr. Chang Tin Duk Victor was appointed as executive director of the Company on 25 September 2024 and resigned on 25 September 2025.

(v) Ms. Wang Kelly and Ms. Ding Zi Yi were appointed as executive directors of the Company on 4 September 2025.

11 DIRECTORS' AND CHIEF EXECUTIVE'S EMOLUMENTS AND EMPLOYEES' REMUNERATION (continued)

Notes: (continued)

(vi) Mr. Law Ka Wing Eric was appointed as non-executive director of the Company on 25 September 2024 and resigned on 25 September 2025.

(vii) Ms. Xie Xiao Lin, Mr. Lu Yan Jun and Mr. Lu Guo Qiang were appointed as independent non-executive director of the Company on 25 September 2025.

(viii) Mr. Chan Kwok Wing Kelvin was appointed as independent non-executive director of the Company on 23 August 2019 and resigned on 29 November 2024.

(ix) Ms. Chen Yunxia was appointed as independent non-executive director of the Company on 29 November 2024 and resigned on 25 September 2025.

(x) Mr. Tam Tak Kei Raymond was appointed as independent non-executive director of the Company on 25 September 2024 and resigned on 25 September 2025.

(xi) Mr. Li Tao was appointed as independent non-executive director of the Company on 25 September 2024 and resigned 25 September 2025.

(xii) Mr. Wong Ka Bo Jimmy was appointed as independent non-executive director of the Company on 22 January 2021 and resigned on 25 September 2024.

(xiii) Mr. Tam Hon Fai was appointed as independent non-executive director of the Company on 23 August 2019 and resigned on 25 September 2024.

The executive directors' emoluments shown above were for their services in connection with the management affairs of the Group.

Employees' remuneration

Of the five individuals with the highest emoluments in the Group, Nil (2024: two) were directors of the Company during the year ended 30 September 2025 whose emoluments are included in the disclosures above. The emoluments of the remaining individuals were as follows:

	2025 **S$**	2024 S$
Salaries and allowances	**1,250,400**	364,853
Discretionary bonus	**167,500**	18,500
Retirement benefit scheme contribution	**104,314**	43,608
	1,522,214	426,961

11 DIRECTORS' AND CHIEF EXECUTIVE'S EMOLUMENTS AND EMPLOYEES' REMUNERATION (continued)

Employees' remuneration (continued)

During the year, the remunerations of the five highest paid individuals are within following bands:

	Number of individuals	
	2025	2024
Emolument bands		
Nil to Hong Kong dollars ("**HK$**") 1,000,000	**–**	2
HK$1,000,001 to HK$1,500,000	**3**	1
HK$1,500,001 to HK$2,000,000	**–**	1
HK$2,000,001 to HK$2,500,000	**1**	–
HK$2,500,001 to HK$3,000,000	**–**	–
HK$3,000,001 to HK$3,500,000	**1**	1
	5	5

During the year, no remuneration was paid by the Group to the directors of the Company or the five highest paid individuals of the Group as an inducement to join or upon joining the Group or as compensation for loss of office. None of the directors of the Company or five highest paid individuals waived any remuneration during the year.

12 DIVIDENDS

No dividend has been declared by the Company or group entities during the year (2024: Nil) or subsequent to the year end.

13 LOSS PER SHARE

	2025	2024
Loss for the year attributable to owners of the Company (S$)	**(880,913)**	(784,153)
Weighted average number of ordinary shares in issue	**480,000,000**	480,000,000
Basic and diluted loss per share (S cents)	**(0.18)**	(0.16)

The calculation of basic loss per share for the years ended 30 September 2025 and 2024 is based on the loss for the year attributable to owners of the Company and the weighted average number of shares in issue.

Diluted loss per share is the same as the basic loss per share because the Group had no dilutive securities that are convertible into shares during the years ended 30 September 2025 and 2024.

14 PROPERTY, PLANT AND EQUIPMENT

	Leasehold land and properties S$	Dormitories S$	Motor vehicles S$	Plant and machinery S$	Office equipment S$	Furniture and fittings S$	Leasehold improvement S$	Total S$
Cost:								
At 1 October 2023	9,673,870	1,306,858	5,866,564	8,494,101	456,031	112,236	1,344,488	27,254,148
Additions	–	1,438,091	35,660	1,871,000	15,094	–	–	3,359,845
Disposal/written off	–	–	(225,934)	(552,000)	–	–	–	(777,934)
At 30 September 2024 and 1 October 2024	9,673,870	2,744,949	5,676,290	9,813,101	471,125	112,236	1,344,488	29,836,059
Additions	–	–	33,055	336,000	25,530	–	–	394,585
Disposal/written off	–	–	(229,409)	(1,545,600)	–	–	–	(1,775,009)
At 30 September 2025	9,673,870	2,744,949	5,479,936	8,603,501	496,655	112,236	1,344,488	28,455,635
Accumulated depreciation:								
At 1 October 2023	1,942,169	1,136,494	5,329,016	5,777,629	398,748	112,236	1,344,488	16,040,780
Charge for the year	336,453	537,842	245,262	1,434,408	31,757	–	–	2,585,722
Disposal/written off	–	–	(225,934)	(383,667)	–	–	–	(609,601)
At 30 September 2024 and 1 October 2024	2,278,622	1,674,336	5,348,344	6,828,370	430,505	112,236	1,344,488	18,016,901
Charge for the year	336,456	650,996	178,727	947,116	19,780	–	–	2,133,075
Disposal/written off	–	–	(220,846)	(1,340,933)	–	–	–	(1,561,779)
At 30 September 2025	2,615,078	2,325,332	5,306,225	6,434,553	450,285	112,236	1,344,488	18,588,197
Carrying values:								
At 30 September 2025	7,058,792	419,617	173,711	2,168,948	46,370	–	–	9,867,438
At 30 September 2024	7,395,248	1,070,613	327,946	2,984,731	40,620	–	–	11,819,158

14 PROPERTY, PLANT AND EQUIPMENT (continued)

The above items of property, plant and equipment are depreciated on a straight-line basis over the following useful lives after taking into account the residual values:

Freehold land	N/A
Buildings	50 years
Leasehold land	Remaining lease term of approximately with in 1 year to 19 years
Leasehold properties	30 years
Dormitories	Lease term of 1 to 2 years
Motor vehicles	5 years
Plant and machinery	5 years
Office equipment	5 years
Furniture and fittings	5 years
Leasehold improvement	Shorter of 5 years and lease term

The carrying amounts of right-of-use assets (including in the property, plant and equipment as at 30 September 2025 and 2024, additions and depreciation by classes of right-of-use assets during the year are set out below:

	2025 **S$**	2024 S$
Carrying amount		
Leasehold land	**990,212**	1,048,746
Dormitories	**419,617**	1,070,613
Plant and machinery	**–**	–
Motor vehicles	**–**	59,373
	1,409,829	2,178,732
Additions during the year		
Leasehold land	**–**	–
Dormitories	**–**	1,438,091
Plant and machinery	**–**	–
Motor vehicles	**–**	–
	–	1,438,091
Depreciation recognised in profit or loss		
Leasehold land	**58,534**	58,535
Dormitories	**650,996**	537,842
Plant and machinery	**–**	96,217
Motor vehicles	**59,373**	72,247
	768,903	764,841

As at 30 September 2025, the leasehold properties and buildings and freehold land with carrying value of S$6,068,580 (2024: S$6,346,502) in total are pledged to banks to secure banking facilities including bank borrowings as disclosed in Note 24.

15 INVESTMENT PROPERTIES

	Investment properties S$
Fair value	
At 30 September 2023	10,550,000
Net increase in fair value recognised in profit or loss	910,000
At 30 September 2024	11,460,000
Net increase in fair value recognised in profit or loss	540,000
At 30 September 2025	12,000,000

All of the Group's property interests held under operating leases to earn rentals or for capital appreciation purposes are measured using the fair value model and are classified and accounted for as investment properties.

The fair value of the Group's investment properties has been arrived at on the basis of a valuation carried out on the respective year end dates by GB Global Pte Ltd. (the "**Valuer**"), an independent qualified professional valuer, not related to the Group, whose method of valuation has been disclosed below. The address of the Valuer is at 60 Paya Lebar Road #07–55, Singapore 409051. The investment properties are categorised within level 3 of the fair value hierarchy.

The fair value was determined based on the direct comparison approach that reflects sale of the properties in its existing state with the benefit of vacant possession and by making reference to recent comparable sales transactions as available in the relevant market. There has been no change in the valuation technique during year.

15 INVESTMENT PROPERTIES (continued)

In estimating the fair value of the properties, the highest and best use of the properties is their current use.

Property	Valuation technique	Significant unobservable input(s)	Sensitivity
21 Toh Guan Road East #01-10, Singapore 608609	Direct comparison	Market unit rate, taking into account recent transaction prices for similar properties adjusted for nature, location and conditions of the property, which ranged after taking the above adjustment factor from S$413 to S$551 (2024: S$360 to S$528) per square feet ("**sq ft.**") as at 30 September 2025.	A significant increase in the market unit rate used would result in a significant increase in fair value, and vice versa.
21 Toh Guan Road East #01-11, Singapore 608609	Direct comparison	Market unit rate, taking into account recent transaction prices for similar properties adjusted for nature, location and conditions of the property, which ranged after taking the above adjustment factor from S$413 to S$551 (2024: S$360 to S$528) per sq ft. as at 30 September 2025.	A significant increase in the market unit rate used would result in a significant increase in fair value, and vice versa.
45 Hillview Avenue #01–05, Singapore 669613	Direct comparison	Market unit rate, taking into account recent transaction prices for similar properties adjusted for nature, location and conditions of the property, which ranged after taking the above adjustment factor from S$1,511 to S$1,597 (2024: S$1,514 to S$1,590) per sq ft. as at 30 September 2025.	A significant increase in the market unit rate used would result in a significant increase in fair value, and vice versa.

15 INVESTMENT PROPERTIES (continued)

Property	Valuation technique	Significant unobservable input(s)	Sensitivity
45 Hillview Avenue #01–06, Singapore 669613	Direct comparison	Market unit rate, taking into account recent transaction prices for similar properties adjusted for nature, location and conditions of the property, which ranged after taking the above adjustment factor from S$1,511 to S$1,597 (2024: S$1,515 to S$1,591) per sq ft. as at 30 September 2025.	A significant increase in the market unit rate used would result in a significant increase in fair value, and vice versa.
11 Kang Choo Bin Road #01–01, Singapore 548315	Direct comparison	Market unit rate, taking into account recent transaction prices for similar properties adjusted for nature, location and conditions of the property, which ranged after taking the above adjustment factor from S$1,479 to S$1,527 (2024: S$1,299 to S$1,682) per sq ft. as at 30 September 2025.	A significant increase in the market unit rate used would result in a significant increase in fair value, and vice versa.
11 Kang Choo Bin Road #01–03, Singapore 548315	Direct comparison	Market unit rate, taking into account recent transaction prices for similar properties adjusted for nature, location and conditions of the property, which ranged after taking the above adjustment factor from S$1,464 to S$1,512 (2024: S$1,265 to S$1,637) per sq ft. as at 30 September 2025.	A significant increase in the market unit rate used would result in a significant increase in fair value, and vice versa.

15 INVESTMENT PROPERTIES (continued)

Details of the Group's investment properties and information about the fair value hierarchy as at the end of each reporting period are as follows:

	Fair Value Level 3	
	2025	2024
	S$	S$
21 Toh Guan Road East #01–10, Singapore 608609	**1,800,000**	1,650,000
21 Toh Guan Road East #01–11, Singapore 608609	**1,800,000**	1,650,000
45 Hillview Avenue #01–05, Singapore 669613	**2,500,000**	2,480,000
45 Hillview Avenue #01–06, Singapore 669613	**2,500,000**	2,470,000
11 Kang Choo Bin Road #01–01, Singapore 548315	**1,510,000**	1,440,000
11 Kang Choo Bin Road #01–03, Singapore 548315	**1,890,000**	1,770,000
	12,000,000	11,460,000

All the above properties are pledged to banks to secure banking facilities including bank borrowings as disclosed in Note 24. There was no transfer into or out of Level 3 during the year.

Details of rental income earned from and direct operating expenses for the Group's investment properties are disclosed as follows:

	2025	2024
	S$	S$
Gross rental income recognised as rental revenue	**318,408**	312,100
Less: Direct operating expenses incurred and recognised as cost of services	**(77,652)**	(93,121)
	240,756	218,979

16 INVESTMENT PROPERTIES HELD UNDER JOINT OPERATIONS

Fair value hierarchy of the Group's investment properties held under joint operations are as follows:

	Fair Value Level 3	
	2025	2024
	S$	S$
114 Lavender Street, #01–68 CT Hub 2, Singapore 338729 *(Note (i))*	**8,600,000**	8,500,000
Proportion of the Group's ownership interest in the investment properties held under joint operations	**50%**	50%
Group's share of the investment properties held under joint operations	**4,300,000**	4,250,000

The fair value of the Group's investment properties held under joint operations has been arrived at on the basis of a valuation carried out on the respective year end dates by the Valuer, whose method of valuation has been disclosed below. The investment properties are categorised within level 3 of the fair value hierarchy.

The fair value was determined based on the direct comparison approach that reflects sale of the properties in its existing state with the benefit of vacant possession and by making reference to recent comparable sales transactions as available in the relevant market. There has been no change in the valuation technique during the year.

In estimating the fair value of the properties, the highest and best use of the properties is their current use.

Property	**Valuation technique**	**Significant unobservable input(s)**	**Sensitivity**
114 Lavender Street #01–68, CT Hub 2, Singapore 338729	Direct comparison	Market unit rate, taking into account recent transaction prices for similar properties adjusted for nature, location and conditions of the property, which ranged from S$1,121 to S$1,458 (2024: S$1,012 to S$1,234) per sq ft. as at 30 September 2025.	A significant increase in the market unit rate used would result in a significant increase in fair value, and vice versa.

The property is pledged to banks to secure banking facilities including bank borrowings as disclosed in Note 24. There was no transfer into or out of Level 3 during the year.

16 INVESTMENT PROPERTIES HELD UNDER JOINT OPERATIONS (continued)

Notes:

(i) Pursuant to the arrangement with the joint party in connection with the property, all the costs, deposit, revenue and mortgage loan related to the property shall be shared by the Group and the joint party in proportion to their respective ownership. The relative information attributed to the Group's interest is as follows:

	2025	2024
	S$	S$
Group's share of the investment property held under joint operation:		
At beginning of the year	***4,250,000***	*4,250,000*
Net increase in fair value recognised in profit or loss	***50,000***	*–*
At end of the year	***4,300,000***	*4,250,000*

Details of rental income earned from and direct operating expenses for investment properties held under joint operations attributable to the Group are disclosed as follows:

	2025	2024
	S$	S$
Gross rental income recognised as rental revenue	**224,500**	194,000
Less: Direct operating expenses incurred and recognised as cost of services	**(37,169)**	(59,045)
	187,331	134,955

17 INTEREST IN A JOINT VENTURE

	2025 **S$**	2024 S$
Cost of interest in a joint venture, unlisted	**1,000,000**	1,000,000
Share of post acquisition loss and other comprehensive loss	**(992,850)**	(991,652)
	7,150	8,348

The Group has interest in the following joint venture:

Name of joint venture	**Place of incorporation**	**Proportion of ownership interest held by the Group**	**Principal activities**
Ramo — Sing Tec JV Pte. Ltd.	Singapore	50%	General contractors

Ramo — Sing Tec JV Pte. Ltd. was incorporated in June 2014 with S$2,000,000 registered capital, out of which, the Group contributed S$1,000,000.

Summarised financial information in respect of the joint venture, representing amounts shown in the joint venture's financial statements prepared in conformity with IFRSs are as below:

	2025 **S$**	2024 S$
Current assets, representing total assets	**14,301**	16,696
– including cash and cash equivalents	**14,301**	16,696
Current liabilities, representing total liabilities	**–**	–
Net assets	**14,301**	16,696
Proportion of the Group's ownership interest in the joint venture	**50%**	50%
Group's share of net assets, representing the carrying amount of the Group's interest in the joint venture	**7,150**	8,348

	2025 **S$**	2024 S$
Revenue	**–**	–
Loss for the year, representing total comprehensive loss for the year	**(2,395)**	(5,440)
Proportion of the Group's ownership interest in the joint venture	**50%**	50%
Group's share of result of the joint venture	**(1,198)**	(2,720)

18 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	2025	2024
	S$	S$
Keyman life insurance policy, at fair value		
Balance at beginning of year	**1,282,430**	1,266,447
Fair value gain *(Note 7)*	**24,022**	15,983
Balance at end of year	**1,306,452**	1,282,430

During the year ended 30 September 2020, the Group entered into two life insurance policies with an insurance company to insure against the death and permanent disability of directors wholly owned subsidiary. Under the policies, the beneficiary and policies holder are Sing Tec Development Pte. Ltd., a wholly owned subsidiary of the Company, and the insured sum and minimum protection amount are S$765,150 and S$1,103,000 respectively. The contracts will be terminated on the occurrence of the earliest of the death of the key management personnel insured or other terms pursuant to the contracts. The Company has paid out the total insurance premium with an aggregate amount of S$1,527,281 at the inception of the policies. The Group may request a surrender of the contracts at any time and receive cash back based on the cash value at the date of withdrawal, which is determined by the gross premium paid at inception plus accumulated guaranteed interest earned and minus insurance premium charged (the "**Cash Value**"). The fair value is based on redemption value quoted by the insurance company.

These policies are recorded in the consolidated financial statements at fair value, represented by the total cash surrender value of the contract stated in the annual statement of these policies (level 2), as disclosed in Note 31(d).

19 TRADE RECEIVABLES

	2025 S$	2024 S$
Trade receivables	**7,059,238**	8,299,673
Less: allowance for expected credit losses	**(1,182,903)**	(337,689)
	5,876,335	7,961,984

The Group grants credit terms to customers typically 30 to 35 days (2024: 30 to 35 days) from the invoice dates. The following is an aged analysis of trade receivables, net of allowance for expected credit losses, presented based on the invoice date at the end of each reporting period:

	2025 S$	2024 S$
Within 30 days	**4,306,867**	6,044,924
31 days to 60 days	**1,459,580**	548,226
61 days to 90 days	**8,465**	633,165
91 days to 180 days	**48,258**	617,601
181 days to 1 year	**53,165**	26,188
Over 1 year	**—**	91,880
	5,876,335	7,961,984

The Group applied simplified approach to assess the expected credit losses prescribed by IFRS 9. There has been no change in the estimation techniques or significant assumptions made. Details of impairment assessment of trade receivables are set out in Notes 4 and 31(b).

The Group has recognised a net allowance of expected credit losses of S$845,214 to the consolidated statement of profit or loss during the year ended 30 September 2025 (2024: net reversal of allowance for S$55,499).

20 OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	2025	2024
	S$	S$
Sundry debtors	**281,206**	499,366
Prepayments and advances	**297,131**	435,584
GST receivables	**82,367**	–
Deposits	**1,997,998**	1,513,892
	2,658,702	2,448,842
Less: allowance for expected credit losses	**(189,433)**	(14,414)
	2,469,269	2,434,428

Details of impairment assessment are set out in Notes 4 and 31(b).

21 CONTRACT ASSETS/LIABILITIES

The following is the analysis of the contract assets and contract liabilities balances for financial reporting purpose:

	30 September 2025	30 September 2024	1 October 2023
	S$	S$	S$
Contract assets, net of loss allowance	**19,973,520**	23,781,688	20,571,767
Contract liabilities	**(1,426,947)**	(3,899,299)	(34,601)
	18,546,573	19,882,389	20,537,166

21 CONTRACT ASSETS/LIABILITIES (continued)

Contract assets

Amounts of contract assets represent the Group's rights to considerations from customers for the provision of construction services, which arise when: (i) the Group completed the relevant services under such contracts; and (ii) the customers withhold certain amounts payable to the Group as retention money to secure the due performance of the contracts for a period of generally 12 months (defect liability period) after completion of the relevant works. Any amount previously recognised as a contract asset is reclassified to trade receivables at the point at which it becomes unconditional and is invoiced to the customer.

The expected timing of recovery of settlement for contract assets as at 30 September is as follows:

	2025 **S$**	2024 S$
Within one year	**11,747,596**	16,728,553
After one year	**8,225,924**	7,053,135
Total contract assets	**19,973,520**	23,781,688

The Group's contract assets are analysed as follows:

	2025 **S$**	2024 S$
Construction contracts – current:		
Retention receivables	**8,225,925**	7,059,870
Others*	**11,752,609**	16,739,826
	19,978,534	23,799,696
Less: allowance for expected credit losses	**(5,014)**	(18,008)
	19,973,520	23,781,688

* *It represents the revenue not yet been billed to the customers which the Group have completed the relevant services under such contracts but yet certified by representatives appointed by the customers.*

Changes of contract assets during the year were mainly due to: (1) the amount of retention receivables in accordance with the number of ongoing and completed contracts under the defect liability period during the year; and (2) in the size and number of contract works that the relevant services were completed but yet certified by representatives appointed by the customers at the end of each reporting period.

The Group's contract assets include retention receivables to be settled, based on the expiry of the defect liability period of the relevant contracts or in accordance with the terms specified in the relevant contracts, at the end of the reporting period. The balances are classified as current as they are expected to be received within the Group's normal operating cycle.

21 CONTRACT ASSETS/LIABILITIES (continued)

Contract assets (continued)

The Group has recognised the net reversal of expected credit losses of S$12,994 to the consolidated statement of profit or loss during the year ended 30 September 2025 (2024: net reversal for S$107,923).

There has been no change in the estimation techniques or significant assumptions made during the current reporting period in assessing the loss allowance for the contract assets. Details of impairment assessment are set out in Notes 4 and 31(b).

Contract liabilities

The contract liabilities represents the Group's obligation to transfer services to customers for which the Group has received consideration (or an amount of consideration is due) from the customers.

The Group's contract liabilities are analysed as follows:

	2025 **S$**	2024 S$
Construction contracts — current	**1,426,947**	3,899,299

Out of revenue recognised during the year, S$3,899,299 (2024: S$34,601) relates to carried-forward contract liabilities that were included in contract liabilities balance presented in the consolidated statement of financial position at beginning of the year.

None of the revenue recognised during the year relates to performance obligations that were satisfied in prior years.

22 PLEDGED BANK DEPOSITS/BANK DEPOSITS/BANK BALANCES AND CASH

Pledged bank deposits represent deposits pledged to a bank to secure banking facilities, including bank borrowings granted to the Group (Note 24). These bank deposits are not expected to be released within twelve months from the financial year end and presented as non-current assets.

Pledged bank deposits carry fixed interest rate of 0.1% to 1.5% (2024: 0.1% to 1.5%) per annum as at 30 September 2025.

As at 30 September 2025, the bank deposits S$198,498 comprise short-term time deposits with original maturities of one year placed with licensed banks. The bank deposits carry fixed rate of 1.0% per annum as at 30 September 2025.

The remaining bank balances and cash are interest free or at nominal rate.

23 TRADE AND OTHER PAYABLES

	2025 S$	2024 S$
Trade payables	**6,923,479**	7,067,901
Trade accruals	**4,149,033**	6,751,083
Retention payables*	**3,217,797**	3,633,979
	14,290,309	17,452,963
Payroll and retirement benefit payables	**1,243,651**	1,006,944
Deposits	**111,100**	119,200
Sundry creditors	**135,937**	254,897
GST payable	**–**	601,901
Accrued expenses	**244,853**	572,655
	1,735,541	2,555,597
	16,025,850	20,008,560

* *The retention payables to subcontractors are interest-free and payable after the completion of maintenance period or in accordance with the terms specified in the relevant contracts for a period of generally 12 months after completion of the relevant works. These are classified as current as they are expected to be paid within the Group's normal operating cycle.*

The average credit period on purchases from suppliers is 30 to 60 days or payable on delivery (2024: 30 to 60 days or payable on delivery).

The following is an ageing analysis of trade payables presented based on the invoice date at the end of each reporting period:

	2025 S$	2024 S$
Within 30 days	**2,523,921**	2,775,586
31 days to 60 days	**3,176,005**	1,777,400
61 days to 90 days	**683,545**	1,070,868
Over 90 days	**540,008**	1,444,047
	6,923,479	7,067,901

24 BANK OVERDRAFTS/BANK BORROWINGS/BANK BORROWINGS HELD UNDER JOINT OPERATIONS

	2025 S$	2024 S$
Bank overdrafts *(Note (i))*	**4,890,891**	4,479,752
Bank borrowings – secured and guaranteed *(Note (ii))*	**6,998,245**	9,491,099
Analysed as carrying amount repayable:		
Within one year	**3,726,095**	5,944,625
More than one year, but not exceeding two years	**248,293**	217,967
More than two years, but not exceeding five years	**801,623**	728,719
More than five years	**2,222,234**	2,599,788
	6,998,245	9,491,099
Less: Amounts due within one year (shown under current liabilities)	**(3,726,095)**	(5,944,625)
Amounts shown under non-current liabilities	**3,272,150**	3,546,474
Bank borrowings held under joint operations:		
The total mortgage bank loans related to investment properties held under joint operations	**4,508,225**	4,725,854
Proportion of the Group's ownership interest in the mortgage bank loans	**50%**	50%
Group's share of the mortgage bank loans related to investment properties held under joint operations – secured and guaranteed *(Note (iii))*	**2,254,112**	2,362,927
Analysed as carrying amount repayable:		
Within one year	**116,513**	101,151
More than one year, but not exceeding two years	**120,413**	105,879
More than two years, but not exceeding five years	**385,788**	347,995
More than five years	**1,631,398**	1,807,902
	2,254,112	2,362,927
Less: Amounts due within one year (shown under current liabilities)	**(116,513)**	(101,151)
Amounts shown under non-current liabilities	**2,137,599**	2,261,776

24 BANK OVERDRAFTS/BANK BORROWINGS/BANK BORROWINGS HELD UNDER JOINT OPERATIONS (continued)

Notes:

(i) Bank overdrafts carry interests at market rates of 5.5% (2024: 5.5%) per annum as at 30 September 2025. The balances are secured and jointly guaranteed by the directors of the subsidiaries and corporate guarantees provided by the Company and a subsidiary.

(ii) The bank borrowings are secured and guaranteed by:

(a) First legal mortgage over owner-occupied properties and investment properties as set out in Notes 14 and 15;

(b) Joint and several guarantees from directors of the subsidiaries in their personal capacities;

(c) Corporate guarantees provided by the Company and a subsidiary; and

(d) Bank deposits pledged to banks to secure banking facilities, including bank overdrafts, granted to the Group, amounting to S$513,843 (2024: S$510,384) as at 30 September 2025 (Note 22).

(iii) The bank borrowings held under joint operations are secured by first legal mortgage over investment properties held under joint operations as set out in Note 16. In addition, joint and several guarantees are provided by the directors of the subsidiaries and the joint partners.

The weighted average effective interest rates of the borrowings were 3.8% (2024: 4.8%) per annum for the year ended 30 September 2025. The amounts are repayable at various dates throughout to 2037.

25 LEASE LIABILITIES

	2025 **S$**	2024 S$
Lease liabilities payable:		
Within one year	**478,786**	750,713
Within a period of more than one year but not exceeding two years	**52,917**	478,786
Within a period of more than two years but not exceeding five years	**166,080**	162,388
Within a period of more than five years	**782,314**	838,924
Present value of minimum lease payments:	**1,480,097**	2,230,811
Current	**478,786**	750,713
Non-current	**1,001,311**	1,480,098
	1,480,097	2,230,811

The Group does not face a significant liquidity risk with regard to its lease liabilities. Lease liabilities are monitored within the Group's finance function. The weighted average incremental borrowing rates applied to lease liabilities of 2.3% (2024: ranged from 2.3% to 5.1%).

26 SHARE CAPITAL/RESERVES

Share capital

	Number of ordinary shares	Par value HK$	Share capital HK$
Authorised share capital of the Company:			
At 1 October 2023, 30 September 2024, 1 October 2024 and 30 September 2025	1,000,000,000	0.01	10,000,000

	Number of ordinary shares	Share capital S$
Issued and fully paid of the Company:		
At 1 October 2023, 30 September 2024, 1 October 2024 and 30 September 2025	480,000,000	847,680

Properties revaluation reserves

The properties revaluation reserves arise from the difference between the carrying amount and the fair value of properties at the date of transfer from property, plant and equipment to investment properties. Where the revalued properties are sold, the portion of the properties revaluation reserves that relate to those assets is effectively realised and is transferred directly to retained earnings.

The properties revaluation reserves are not available for distribution to the Company's shareholders.

	2025 S$	2024 S$
At beginning and end of the year	**767,248**	767,248

27 RETIREMENT BENEFIT PLAN

The Group operates MPF Scheme under the Hong Kong Mandatory Provident Fund Schemes Ordinance. Under the MPF Scheme, employees are required to contribute 5% of their monthly salaries or up to a maximum of HK$1,500 and they can choose to make additional contributions. Employers monthly contributions are calculated at 5% of the employee's monthly salaries or up to a maximum of HK$1,500 (the "**mandatory contributions**"). Employees are entitled to 100% of the employer's mandatory contributions upon their retirement at the age of 65, death or total incapacity.

The retirement benefits scheme contributions arising from the MPF Scheme charged to profit or loss represent contributions paid or payable to the funds by the Group at rates specified in the rules of the schemes.

Obligation to pay LSP under Hong Kong Employment Ordinance (Chapter 57)

For the Group's subsidiaries operating in Hong Kong, pursuant to the Employment Ordinance, Chapter 57, the Group has the obligation to pay LSP to qualifying employees in Hong Kong under certain circumstances (e.g. dismissal by employers or upon retirement), subject to a minimum of 5 years employment period, based on the following formula: Last monthly wages (before termination of employment) × 2/3 × Years of service. Last monthly wages are capped at HK$22,500 while the amount of LSP shall not exceed HK$390,000. This obligation is accounted for as a postemployment defined benefit plan. Furthermore, the MPF Schemes Ordinance passed in 1995 permits the Group to utilise the Group's mandatory MPF contributions, plus/minus any positive/negative returns thereof, for the purpose of offsetting LSP payable to an employee.

The Employment and Retirement Schemes Legislation (Offsetting Arrangement) (Amendment) Ordinance 2022 was gazetted on 17 June 2022, which abolishes the use of the accrued benefits derived from employers' mandatory MPF contributions to offset the LSP (the "**Abolition**"). The Abolition officially took effect on 1 May 2025 (the "**Transition Date**"). Separately, the Government of the Hong Kong Special Administrative Region is also expected to introduce a subsidy scheme to assist employers for a period of 25 years after the Transition Date on the LSP payable by employers up to a certain amount per employee per year.

During the years ended 30 September 2025 and 2024, the Group has no forfeited contributions under the MPF Scheme utilised to reduce the existing levels of contributions. As at 30 September 2025 and 2024, there was no forfeited contribution which may be used by the Group to reduce the contribution payable in the future years.

As prescribed by the Central Provident Fund Board of Singapore, the Group's employees employed in Singapore who are Singapore Citizens or Permanent Residents are required to join the CPF scheme. For the year ended 30 September 2025, the Group contributes up to 17% (2024: 17%) of the eligible employees' salaries to the CPF scheme. From 1 September 2023, the qualifying salary cap has increased to S$6,300 while it was S$6,000 per month before that date.

27 RETIREMENT BENEFIT PLAN (continued)

The total costs charged to profit or loss, amounting to S$420,023 (2024: S$370,709), for the financial year ended 30 September 2025, represent contributions paid to the retirement benefits scheme by the Group.

As at 30 September 2025, contributions of S$68,702 (2024: S$74,870) were accrued. The amounts were paid subsequent to the end of the year.

During the years ended 30 September 2025 and 2024, the Group had no forfeited contributions under the CPF and the retirement benefits scheme utilised to reduce the existing levels of contributions. As at 30 September 2025 and 2024, there was no forfeited contribution under the CPF and the retirement benefit scheme which may be used by the Group to reduce the contribution payable in the future years.

28 COMMITMENTS

Operating lease commitments

The Group as lessor

The details of rental income earned on buildings and freehold land and investment properties are disclosed in Notes 6, 15 and 16 respectively.

At the end of the reporting period, the Group has contracted with tenants for the following future minimum lease receivables:

On 10 November 2025, subsequent to the reporting period end date, the Group sold a jointly owned property. This transaction affects the future minimum lease receivable balances disclosed below. Specifically, the disposal of this property reduces the Group's future lease receivables from the stated amounts, as the related rental income streams are no longer expected from this disposed asset. For further details regarding this property sale, including the financial impact and terms of the transaction, please refer to Note 37.

	2025 **S$**	2024 S$
Within one year	**271,260**	474,780
In the second year	**37,480**	369,960
In the third year	**–**	150,980
	308,740	995,720

The leases have tenures of 1 to 2 years (2024: 1 to 3 years), with no contingent rent provision included in the contracts.

29 STATEMENT OF FINANCIAL POSITION AND RESERVES OF THE COMPANY

Information about the statement of financial position of the Company at the end of each reporting period is as follows:

	2025	2024
	S$	S$
ASSETS AND LIABILITIES		
Non-current asset		
Investment in a subsidiary	**–***	–*
Current assets		
Other receivables, deposits and prepayments	**40,714**	69,888
Amounts due from subsidiaries	**7,820,964**	7,824,409
Bank balances and cash	**312,141**	724,602
	8,173,819	8,618,899
Current liabilities		
Other payables	**793,078**	567,525
Amounts due to subsidiaries	**61,132**	–
	854,210	567,525
Net current assets	**7,319,609**	8,051,374
Total assets less current liabilities, representing net assets	**7,319,609**	8,051,374
EQUITY		
Capital and reserves		
Share capital	**847,680**	847,680
Share premium	**18,742,783**	18,742,783
Accumulated losses	**(12,270,854)**	(11,539,089)
Equity attributable to owners of the Company	**7,319,609**	8,051,374

* *The amount is less than S$1.*

29 STATEMENT OF FINANCIAL POSITION AND RESERVES OF THE COMPANY (continued)

A summary of the Company's capital and reserves is as follows:

	Share capital S$	Share premium S$	Accumulated losses S$	Total S$
At 30 September 2023	847,680	18,742,783	(10,245,338)	9,345,125
Loss for the year, representing total comprehensive loss for the year	–	–	(1,293,751)	(1,293,751)
At 30 September 2024	847,680	18,742,783	(11,539,089)	8,051,374
Loss for the year, representing total comprehensive loss for the year	–	–	(731,765)	(731,765)
At 30 September 2025	**847,680**	**18,742,783**	**(12,270,854)**	**7,319,609**

30 CAPITAL MANAGEMENT

The Group manages its capital to ensure that it will be able to continue as a going concern while maximising the return to shareholders through the optimisation of the debt and equity balance. The Group's overall strategy remains unchanged throughout the reporting period.

The capital structure of the Group consists of debt, which includes bank overdrafts and borrowings and lease liabilities as disclosed in Notes 24 and 25 respectively, net of bank deposits, bank balances and cash and equity attributable to owners of the Group, comprising share capital and reserves.

The management of the Group reviews the capital structure on a regular basis. As a part of this review, the management considers the cost of capital and the risks associated with each class of items in the context of capital structure, and takes appropriate actions to adjust the Group's capital structure. Based on recommendations of the management, the Group will balance its overall capital structure through continuity of funding of cash flows from operating activities or raising new funds.

The Group monitors capital on the basis of gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings plus total lease liabilities less cash and cash equivalents. Total capital is calculated as "Equity" as shown in the consolidated statement of financial position plus net debt.

	2025 **S$**	2024 S$
(Assets)/liabilities		
Bank borrowings	**6,998,245**	9,491,099
Bank borrowings held under joint operations	**2,254,112**	2,362,927
Bank overdrafts	**4,890,891**	4,479,752
Lease liabilities	**1,480,097**	2,230,811
Pledged bank deposits and bank balances and cash	**(3,569,918)**	(6,649,265)
Net debt	**12,053,427**	11,915,324
Total equity	**26,293,940**	27,174,853
Total capital	**38,347,367**	39,090,177
Gearing ratio	**31.4%**	30.5%

31 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT

Categories of financial instruments

	2025 **S$**	2024 S$
Financial assets		
Amortised cost		
Trade receivables	**5,876,335**	7,961,984
Other receivables and deposits*	**2,089,771**	1,998,844
Bank balances and cash	**3,056,075**	6,138,881
Pledged bank deposits	**315,354**	510,384
Bank deposits	**198,489**	–
	11,536,024	16,610,093
Fair value through profit or loss	**1,306,452**	1,282,430
	12,842,476	17,892,523
Financial liabilities		
Amortised cost		
Trade and other payables**	**16,025,850**	19,406,659
Bank borrowings	**6,998,245**	9,491,099
Bank borrowings held under joint operations	**2,254,112**	2,362,927
Bank overdrafts	**4,890,891**	4,479,752
Lease liabilities	**1,480,097**	2,230,811
	31,649,195	37,971,248

* *Prepayment and advances and GST receivables are excluded.*

** *GST payable is excluded.*

31 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (continued)

Financial risk management objectives and policies

The Group's major financial instruments include trade receivables, other receivables and deposits, bank deposits, bank balances and cash, financial assets at fair value through profit or loss, trade and other payables, bank borrowings, bank overdrafts and lease liabilities. Details of these financial instruments are disclosed in respective notes to the consolidated financial statements. The risks associated with these financial instruments include market risk (interest rate risk and currency risk), credit risk and liquidity risk. The policies on how to mitigate these risks are set out below. The management manages and monitors these exposures to ensure appropriate measures are implemented on a timely and effective manner.

(a) Market risk

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Management has assessed that there is exposure of cash flow interest rate risk on the variable rate bank borrowings and bank overdraft. The Group is exposed to fair value interest rate risk in relation to fixed-rate lease liabilities and bank deposits. It is the Group's policy to raise borrowings at fixed-rate or variable-rate according to business needs and as to minimise the fair value and cash flow interest rate risk.

The Group currently does not have an interest rate hedging policy. However, the management monitors interest rate risk exposure and will consider interest rate hedging should the need arise.

Interest rate sensitivity

Variable-rate bank borrowings

If interest rates of the variable-rate bank borrowings had been 10 basis points higher or lower and all other variables were held constant, the Group's loss for the year ended 30 September 2025 would increase/decrease by approximately S$14,143 (2024: loss for the year would increase/decrease by approximately S$14,000).

The above analysis is prepared assuming the financial instruments outstanding at the end of the reporting period were outstanding for the whole year.

In the management's opinion, the sensitivity analysis is unrepresentative of the inherent interest risk as the year end exposure does not reflect the exposure during the year.

31 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (continued)

Financial risk management objectives and policies (continued)

(a) Market risk (continued)

Currency risk

The Group has certain bank balances and other payables denominated in HK$, other than the functional currency of the respective group entities, which exposes the Group to foreign currency risk. The Group manages the risk by closely monitoring the movements of the foreign currency rate.

The carrying amounts of the Group's monetary assets and liabilities denominated in foreign currencies at the end of each reporting period are as below:

	2025	2024
	S$	S$
Monetary assets:		
Denominated in HK$	**2,557,802**	5,920,751
Monetary liabilities:		
Denominated in HK$	**793,078**	567,525

If the HK$ strengthens/weakens by 10% against the functional currency of the respective group entities, the Group's loss for the year ended 30 September 2025 would decrease/increase by approximately S$158,269 (2024: loss for the year would decrease/increase by approximately S$444,000).

In the management's opinion, the sensitivity analysis above is unrepresentative for the currency risk as the exposure at the end of the reporting period does not reflect the exposure during the year.

(b) Credit risk and impairment assessment

Bank balances and cash and bank deposits

Credit risk on bank deposits and bank balances is limited because the counterparties are reputable banks with high credit ratings assigned by international credit agencies. The Group assessed 12m ECL for bank deposits and bank balances by reference to information relating to probability of default and loss given default of the respective credit rating grades published by external credit rating agencies. Therefore, expected credit loss rate of cash at bank is assessed to be close to zero and no provision was made as of 30 September 2025 and 2024.

Included in the Group's financial assets as at 30 September 2025 as a component of bank balances and cash is S$312,141 (2024: S$724,602) placed in a bank in Hong Kong. The remaining bank balances and cash are placed in 5 banks (2024: 5) in Singapore.

Other than the concentration of credit risk of bank balances and cash in Hong Kong, the Group's concentration of credit risk by geographical location is mainly in Singapore, which accounted for 98% (2024: 96%) of the total financial assets as at 30 September 2025.

31 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (continued)

Financial risk management objectives and policies (continued)

(b) Credit risk and impairment assessment (continued)

Trade receivables and contract assets arising from contract with customers

In order to minimise the concentration of credit risk, the management of the Group has delegated staff responsible for determination of credit limits, credit approvals and other monitoring procedures to ensure follow-up action is taken to recover overdue debts. The management also performs periodic evaluations and customer visits to ensure the Group's exposure to bad debts is not significant and adequate impairment losses are made to irrecoverable amount.

The Group applies the simplified approach to provide for expected credit losses prescribed by IFRS 9, which permits the use of the lifetime expected credit loss provision for all trade receivables and contract assets.

Individual credit evaluations are performed on all customers requiring credit over a certain amount. These evaluations focus on the customer's past history of making payments when due and current ability to pay, and take into account information specific to the customer as well as pertaining to the economic environment in which the customer operates. Trade receivables are due within 30 to 35 days from the date of invoice dates.

In addition, the Group performs impairment assessment under ECL model on trade receivables and contract assets with significant balances and credit-impaired individually and/or collectively. Except for trade receivables and contract assets balance with significant increase in credit risk, which are assessed for impairment individually, the remaining trade receivables and contract assets are grouped based on reference to the Group's historical performance and aging of outstanding balances. The contract assets have substantially the same risk characteristics as the trade receivables for the same type of contracts. The Group therefore concluded that the loss rates for trade receivables are a reasonable approximation of the loss rates for contract assets. Details of the quantitative disclosures are set out below in this note.

Approximately 36% (2024: 33%) of total trade receivables and contract assets as at 30 September 2025 were due from top 5 customers which exposed the Group to concentration of credit risk. Those five largest customers are with good creditworthiness based on historical settlement record.

31 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (continued)

Financial risk management objectives and policies (continued)

(b) Credit risk and impairment assessment (continued)

Other receivables and deposits

For other receivables and deposits, the management makes periodic individual assessment on the recoverability of other receivables and deposits based on historical settlement records, past experience, and also quantitative and qualitative information that is reasonable and supportive forward-looking information. The management believes that there are no significant increase in credit risk of these amounts since initial recognition and the Group provided impairment based on 12m ECL.

Other than concentration of credit risk on bank balances and cash and on trade receivables and contract assets from top 5 customers as disclosed above, the Group has no other significant concentration of credit risk on other receivables and deposits, with exposure spread over a number of counterparties.

At the end of each reporting period, the Group's maximum exposure to credit risk which will cause a financial loss to the Group due to failure to discharge an obligation by the counterparties is arising from the carrying amount of the respective recognised financial assets as stated in the consolidated statement of financial position.

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

Category	Description	Trade receivable/ Contract assets	Other financial assets/other item
Performing	The counterparty has a low risk of default and does not have any past-due amounts or the counterparty frequently repays and usually settles after due dates.	Lifetime ECL – not credit-impaired	12m ECL
Doubtful	There has been a significant increase in credit risk since initial recognition.	Lifetime ECL – not credit-impaired	Lifetime ECL – not credit-impaired
In default	There is evidence indicating the asset is credit impaired.	Lifetime ECL – credit-impaired	Lifetime ECL – credit-impaired
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery.	Amount is written off	Amount is written off

31 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (continued)

Financial risk management objectives and policies (continued)

(b) *Credit risk and impairment assessment (continued)*

The table below details the credit quality of the Group's financial assets and other contract assets as well as the Group's maximum exposure to credit risk by credit risk rating grades:

	Note		12m or lifetime ECL	Gross carrying amount S$	Loss allowance S$	Net carrying amount S$
At 30 September 2025						
Trade receivables	19	*(Note)*	Lifetime ECL collective assessment	7,059,238	(1,182,903)	5,876,335
Other receivables and deposits	20	Performing	12m ECL	2,279,204	(189,433)	2,089,771
Bank deposits	22	Performing	12m ECL	513,843	–	513,843
Bank balances and cash	22	Performing	12m ECL	3,056,075	–	3,056,075
Contract assets	21	*(Note)*	Lifetime ECL collective assessment	19,978,534	(5,014)	19,973,520
At 30 September 2024						
Trade receivables	19	*(Note)*	Lifetime ECL collective assessment	8,299,673	(337,689)	7,961,984
Other receivables and deposits	20	Performing	12m ECL	2,013,258	(14,414)	1,998,844
Bank deposits	22	Performing	12m ECL	510,384	–	510,384
Bank balances and cash	22	Performing	12m ECL	6,138,881	–	6,138,881
Contract assets	21	*(Note)*	Lifetime ECL collective assessment	23,799,696	(18,008)	23,781,688

Note: For trade receivables and contract assets, the Group has applied the simplified approach prescribed in IFRS 9 to measure the loss allowance at lifetime ECL. Except for debtors with significant outstanding balances or credit-impaired, the Group determines the ECL on these items on a collective basis.

31 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (continued)

Financial risk management objectives and policies (continued)

(b) Credit risk and impairment assessment (continued)

The following table provides information about the exposure to credit risk for trade receivables and contract assets which are assessed on a collective basis by using provision matrix within lifetime ECL.

	2025		2024	
	Average loss rate	**Trade receivables S$**	Average loss rate	Trade receivables S$
0–30 days past due	**0.1%**	**4,309,264**	0.1%	6,602,131
31–60 days past due	**0.1%**	**1,461,064**	1.5%	643,499
61–90 days past due	**0.6%**	**8,520**	2.3%	488,015
91–180 days past due	**1.9%**	**49,785**	3.1%	149,180
More than 181 days past due	**3.0%**	**126,457**	4.2%	123,261
In default	**100%**	**1,104,148**	100%	293,587
		7,059,238		8,299,673

	2025		2024	
	Average loss rate	**Contract assets S$**	Average loss rate	Contract assets S$
0–30 days past due	**0.1%**	**19,978,534**	0.1%	23,799,696

The following tables shows the movement in lifetime ECL that has been recognised for trade receivables and contract assets under the simplified approach.

31 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (continued)

Financial risk management objectives and policies (continued)

(b) Credit risk and impairment assessment (continued)

Trade receivables

	Lifetime ECL (not credit impaired) S$	Lifetime ECL (credit impaired) S$	Total S$
As at 1 October 2023	393,188	–	393,188
Reversal of expected credit losses recognised, net	(349,086)	293,587	(55,499)
As at 30 September 2024 and 1 October 2024	44,102	293,587	337,689
Allowance for expected credit losses recognised, net	34,653	810,561	845,214
As at 30 September 2025	78,755	1,104,148	1,182,903

Contract assets

	Lifetime ECL (not credit impaired) S$
As at 1 October 2023	125,931
Reversal of expected credit losses recognised, net	(107,923)
As at 30 September 2024 and 1 October 2024	18,008
Reversal of expected credit losses recognised, net	(12,994)
As at 30 September 2025	5,014

31 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (continued)

Financial risk management objectives and policies (continued)

(b) *Credit risk and impairment assessment (continued)*

Other receivables and deposits

	12m ECL S$	Total S$
As at 1 October 2023	40,661	40,661
Reversal of expected credit losses recognised, net	(26,247)	(26,247)
As at 30 September 2024 and 1 October 2024	14,414	14,414
Allowance for expected credit losses recognised, net	175,019	175,019
As at 30 September 2025	189,433	189,433

The Group writes off a receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery.

(c) *Liquidity risk*

Liquidity risk is the risk that the Group will encounter difficulties in meeting its financial obligations as and when they fall due. In the management of the liquidity risk, the Group monitors and maintains a level of cash and cash equivalents deemed adequate by the management to finance the Group's operations and mitigate the effects of fluctuations in cash flows.

31 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (continued)

Financial risk management objectives and policies (continued)

(c) *Liquidity risk (continued)*

Non-derivative financial liabilities

The following table details the Group's remaining contractual maturity for its non-derivative financial liabilities. The table has been drawn up based on the undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on the relevant market rates as at the reporting date) of financial liabilities based on the earliest date on which the Group can be required to pay. The table includes both interest and principal cash flows, where applicable.

	Weighted average interest rate	On demand or within 3 months	3 to 6 months	6 to 12 months	1 to 5 years	Over 5 years	Total undiscounted cash flow	Carrying amount
	%	S$	S$	S$	S$	S$	S$	S$
As at 30 September 2025								
Non-interest bearing								
Trade and other payables (excluding GST payable)	N/A	16,025,353	–	–	–	–	16,025,353	16,025,353
Interest bearing								
Bank borrowings	3.8	2,267,171	1,460,932	188,239	1,457,381	2,520,056	7,893,779	6,998,245
Bank borrowings held under joint operations	3.8	47,276	47,276	94,551	756,408	1,922,556	2,868,067	2,254,112
Lease liabilities	2.3	185,706	185,706	134,052	299,613	892,597	1,697,674	1,480,097
Bank overdrafts	5.5	4,890,891	–	–	–	–	4,890,891	4,890,891
Total		23,416,397	1,693,914	416,842	2,513,402	5,335,209	33,375,764	31,648,698
As at 30 September 2024								
Non-interest bearing								
Trade and other payables (excluding GST payable)	N/A	19,406,659	-	-	-	-	19,406,659	19,406,659
Interest bearing								
Bank borrowings	4.8	4,380,344	1,156,194	617,780	1,618,351	3,202,559	10,975,228	9,491,099
Bank borrowings held under joint operations	4.8	51,807	51,807	103,614	828,912	2,312,935	3,349,075	2,362,927
Lease liabilities	2.3 to 5.1	203,478	203,417	386,602	730,173	967,501	2,491,171	2,230,811
Bank overdrafts	5.5	4,479,752	-	-	-	-	4,479,752	4,479,752
Total		28,522,040	1,411,418	1,107,996	3,177,436	6,482,995	40,701,885	37,971,248

Non-derivative financial assets

Except for financial assets at fair value through profit or loss and bank deposits as disclosed in Notes 18 and 22, all other financial assets of the Group as at 30 September 2025 and 2024 are non-interest bearing and repayable on demand or due within one year from the end of the reporting period.

31 FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (continued)

Financial risk management objectives and policies (continued)

(d) Fair value of financial assets and financial liabilities

Fair value of the Group's financial assets and financial liabilities that are measured at fair value on a recurring basis — keyman life insurance policies (Level 2)

The Group's financial assets at fair value through profit or loss, being keyman life insurance policies as disclosed in Note 18, are measured at fair value as at each reporting date. The fair values are determined from the net cash surrender value, which is based on annual valuation statement provided by the insurer. The value is comparable with similar insurance plans from other insurance providers.

The sensitivity analyses have been determined based on the returned rate of the keyman life insurance. If the return rate of the keyman life insurance has been 5% higher/lower, the post-tax loss for the year ended 30 September 2025 would increase/decrease by S$1,109 (2024: S$799).

Fair value of the Group's financial assets and financial liabilities that are not measured at fair value on recurring basis

The fair value of financial assets and financial liabilities is determined in accordance with generally accepted pricing model based on discounted cash flow analysis.

The management of the Group considers that the carrying amounts of financial assets and financial liabilities recorded at amortised cost in the consolidated financial statements approximate to their fair values.

32 RELATED PARTY TRANSACTIONS

Related parties in these consolidated financial statements refer to the Group's key management personnel and their close family members as well as entities jointly controlled by the executive directors of the Company.

Some of the Group's transactions and arrangements are with related parties and the effect of these on the basis determined between the parties are reflected in the consolidated financial statements.

Save as disclosed elsewhere in these financial statements, the Group has the following significant transactions carried out with related parties in the ordinary course of business during the year.

32 RELATED PARTY TRANSACTIONS (continued)

Guarantees from the directors of subsidiaries

The directors of subsidiaries provide personal guarantees for certain banking facilities including bank overdrafts granted to the Group as detailed in Notes 24 and 25 respectively.

Compensation of key management personnel

The remuneration of directors and other members of key management of the Group were as follows:

	2025	2024
	S$	S$
Short-term benefits	**1,819,204**	1,197,162
Retirement benefit scheme contribution	**144,052**	72,117
	1,963,256	1,269,279

33 PARTICULARS OF SUBSIDIARIES

Details of the subsidiaries directly and indirectly held by the Company as at 30 September 2025 and 2024 are set out below:

Name of subsidiary	Place of incorporation/ operation	Paid up issued capital	Group's effective interest (%)		Interest held by the Company (%)		Principal activities
			2025	2024	**2025**	2024	
Builink Holdings Limited	BVI	US$2	**100**	100	**100**	100	Investment holding.
Sing Tec Development Pte. Ltd.	Singapore	S$6,500,000	**100**	100	**100**	100	Provision of civil engineering works, building construction works and property investment.
Sing Tec Construction Pte Ltd	Singapore	S$345,000	**100**	100	**100**	100	Provision of civil engineering works, building construction works and other ancillary services.
Initial Resources Pte. Ltd.	Singapore	S$50,000	**100**	100	**100**	100	Provision of other ancillary services.

None of the subsidiaries has issued any debt securities as at the end of the year.

34 RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

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

	Bank overdrafts S$	Bank borrowings S$	Lease liabilities S$	Interest payable S$	Total S$
At 1 October 2023	4,614,289	13,310,614	1,570,105	–	19,495,008
Financing cash flows	(134,537)	(1,456,588)	(777,385)	(905,894)	(3,274,404)
Non-cash changes:					
Finance costs recognised *(Note 8)*	–	–	–	905,894	905,894
Lease entered	–	–	1,438,091	–	1,438,091
At 30 September 2024 and 1 October 2024	4,479,752	11,854,026	2,230,811	–	18,564,589
Financing cash flows	411,139	(2,601,669)	(750,714)	(638,792)	(3,580,036)
Non-cash changes:					
Finance costs recognised *(Note 8)*	–	–	–	638,792	638,792
At 30 September 2025	4,890,891	9,252,357	1,480,097	–	15,623,345

35 PERFORMANCE BONDS

As at 30 September 2025, performance bonds of S$12,321,766 (2024: S$14,062,541) were given by a bank and insurance companies in favour of the Group's customers as security for the due performance and observance of the Group's obligations under the contracts entered into between the Group and its customers.

If the Group fails to provide satisfactory performance to its customers to whom performance bonds have been given, such customers may demand the respective bank or insurance company to pay to them the sum or sum stipulated in such demand. In the event of the non-performance, the Group will only become liable to compensate such customers for any performance obligations over the performance bond amounts given to them. The performance guarantees will be released upon completion of the contracts.

36 SHARE OPTION SCHEME

Pursuant to a share option scheme approved by a written resolution passed by the sole shareholder of the Company on 23 August 2019 (the "**Share Option Scheme**"), the Company may grant options to eligible directors of the Group, eligible employees of the Group and other selected participants, for the recognition of their contributions, to subscribe for shares ("**Shares**") in the Company with a payment of HK$1 upon each grant of options offered.

The exercise price of the share option shall be not less than the highest of:

(i) the closing price of the Company's shares as stated in the Stock Exchange's daily quotation sheet on the date (the "**Offer Date**") of grant of the particular option, which must be a business day;

(ii) the average of the closing prices of the Shares as stated in the Stock Exchange's daily quotation sheets for the five business days immediately preceding the Offer Date of the option; and

(iii) the nominal value of a Share on the Offer Date.

The share options are exercisable at any time during a period of not more than 10 years from the date of grant, subject to the terms and conditions of the Share Option Scheme, or any conditions stipulated by the Board of Directors.

The maximum number of shares in respect of which options may be granted shall not exceed 10% of the number of shares of Company. Unless further shareholders' approval has been obtained pursuant to the conditions set out in the Share Option Scheme, no person shall be granted an option which, if all the options granted to the person (including both exercised and outstanding options) in any 12 months period up to the date of grant are exercised in full, would result in such person's maximum entitlement exceeding 1% of the number of issued shares of Company.

Up to the date of issuance of the consolidated financial statements, no options have been granted or agreed to be granted pursuant to the Share Option Scheme.

During the year ended 30 September 2025 and 2024, no share options have been granted nor exercised and there is no outstanding share option of the Company as at 30 September 2025 and 2024.

37 SUBSEQUENT EVENTS

Discloseable Transaction on Disposal of a Property

On 10 November 2025, an indirect wholly-owned subsidiary of the Company, Sing Tec Development Pte. Ltd. and Poh Wah Group Pte. Ltd. (each as a "**Vendor**") granted an option to purchase to an independent third party, 2K Property Pte. Ltd. (the "**Purchaser**") dated 10 November 2025, pursuant to which the Vendors have agreed to sell a jointly owned property situated at 114 Lavender Street #01–68, CT Hub 2, Singapore 338729 (the "**Property**"), at the consideration of S$8.8 million to the Purchaser, and the Purchaser has the option to purchase the Property. The consideration of S$8.8 million was determined after arm's length negotiations between the Vendors and the Purchaser with reference to the valuation of the Property as at 8 October 2025 at S$8.6 million, as appraised by an independent valuer based on the direct comparison method. On 13 November 2025, the Purchaser exercised the option to purchase to purchase the Property from the Vendors. The sale and purchase shall be completed on 30 December 2025. It is expected that the net proceeds from the disposal will be used by the Group as general working capital and to repay the existing indebtedness of Sing Tec Development Pte. Limited.

The consideration at approximately S$440,000 was received by the Vendors as at the date of this annual report. Further details in respect of this discloseable transaction are set out in the Company's announcements dated 10 November 2025 and 13 November 2025.

Connected Transaction In Respect Of Shanghai Mitaki Acquisition and Continuing Connected Transaction In Respect Of Annual Caps For Lease Service Framework Agreement

On 15 December 2025, the Company, through its indirect wholly-owned subsidiary, Shanghai Ruilin Enterprise Management Company Limited* (上海瑞靈谷企業管理有限公司) (as purchaser), entered into an equity transfer agreement with Mitaki Culture (Shanghai) Co., Ltd.* (米塔集文化(上海)有限責任公司) (as vendor) , to acquire 100% of the equity interest in Shanghai Mitaki Culture Development Company Limited* (上海米塔集文化發展有限公司) ("**Shanghai Mitaki**") for a total consideration of RMB1.5 million (the "**Shanghai Mitaki Acquisition**"). The Shanghai Mitaki Acquisition was completed on 15 December 2025.

Mitaki Culture (Shanghai) Co., Ltd. and Shanghai Mitaki are associates of Ms. Wang, the Director and controlling shareholder of the Company, and connected persons of the Company. The Shanghai Mitaki Acquisition constitutes a fully exempt connected transaction for the Company under Chapter 14A of the Listing Rules.

On 15 December 2025, Shanghai Mitaki entered into a lease service framework agreement (the "**Lease Service Framework Agreement**") with Seazen Holdings Co., Ltd.* (新城控股集團股份有限公司) ("**Seazen Holdings**"), an associate of a connected person of the Company. Pursuant to the Lease Service Framework Agreement, Seazen Holdings will provide leasing and property management services to Shanghai Mitaki for a term from the date when approval of the independent shareholders is obtained to 31 December 2027. The transactions contemplated under the Lease Service Framework Agreement are subject to annual caps of RMB1.5 million, RMB40.0 million and RMB40.0 million for the calendar years ending 31 December 2025, 2026 and 2027, respectively.

37 SUBSEQUENT EVENTS (continued)

Connected Transaction In Respect Of Shanghai Mitaki Acquisition and Continuing Connected Transaction In Respect Of Annual Caps For Lease Service Framework Agreement (continued)

The Lease Service Framework Agreement and the transactions contemplated thereunder constitute continuing connected transactions for the Company under Chapter 14A of the Listing Rules and are subject to reporting, announcement, independent shareholders' approval and annual review requirements. A circular containing, among other things, (i) details of the Lease Service Framework Agreement and the Annual Caps, (ii) a letter from the Independent Board Committee to the Independent Shareholders, (iii) a letter from the Independent Financial Adviser to the Independent Board Committee and the Independent Shareholders, and (iv) notice of the extraordinary general meeting together with the form of proxy will be despatched by the Company to the Shareholders accordingly.

Further details in respect of the Shanghai Mitaki Acquisition and the transactions contemplated under the Lease Service Framework Agreement are set out in the Company's announcement dated 15 December 2025.

38 AUTHORISATION FOR ISSUE OF CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements was approved and authorised for issued by the Board of Directors on 30 December 2025.

Summary of Financial Information

A summary of the results and of the assets and liabilities of the Group for the last five financial years is set out as below:

	30 September 2025 S$	30 September 2024 S$	30 September 2023 S$	30 September 2022 S$	30 September 2021 S$
Revenue					
Services	**61,114,278**	55,467,476	55,588,818	66,584,422	47,125,976
Rental	**542,908**	506,100	466,820	508,650	301,893
Total revenue	**61,657,186**	55,973,576	56,055,638	67,093,072	47,427,869
Cost of services	**(56,746,245)**	(51,174,485)	(52,249,992)	(63,875,947)	(52,461,267)
Gross profit/(loss)	**4,910,941**	4,799,091	3,805,646	3,217,125	(5,033,398)
Other income	**124,292**	341,780	190,683	1,071,870	2,418,109
Other gains and losses	**1,532,804**	792,865	3,313,936	3,968,919	1,104,148
Administrative expenses	**(5,801,718)**	(5,998,944)	(5,690,465)	(8,202,755)	(8,714,593)
(Allowance for)/reversal of expected credit losses on financial assets and contract assets, net	**(1,007,242)**	189,669	(1,326,234)	233,887	130,414
Finance costs	**(638,792)**	(905,894)	(995,642)	(1,214,487)	(1,272,699)
Share of result of a joint venture	**(1,198)**	(2,720)	(575,142)	(528,329)	35,719
Loss before taxation	**(880,913)**	(784,153)	(1,277,218)	(1,453,770)	(11,332,300)
Income tax	**–**	–	240,107	(39,298)	137,658
Loss and total comprehensive loss for the year	**(880,913)**	(784,153)	(1,037,111)	(1,493,068)	(11,194,642)
ASSETS AND LIABILITIES					
Non-current assets	**27,796,394**	29,330,320	27,797,849	31,947,656	36,243,697
Current assets	**31,573,688**	40,316,981	35,814,822	41,492,247	39,491,325
Total assets	**59,370,082**	69,647,301	63,612,671	73,439,903	75,735,022
Non-current liabilities	**6,411,060**	7,288,348	8,329,806	14,221,061	16,760,245
Current liabilities	**26,665,082**	35,184,100	27,323,859	30,222,725	28,485,592
Total liabilities	**33,076,142**	42,472,448	35,653,665	44,443,786	45,245,837
Total equity	**26,293,940**	27,174,853	27,959,006	28,996,117	30,489,185