



HPC HOLDINGS LIMITED

HKEX 1742 (Incorporated in the Cayman Islands with limited liability)



ANNUAL REPORT 2024/25

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Corporate Information

REGISTERED OFFICE

Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

HEADQUARTERS AND PRINCIPAL PLACE OF BUSINESS IN SINGAPORE

7 Kung Chong Road
HPC BUILDING
Level 6
Singapore 159144

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

31/F., 148 Electric Road, North Point,
Hong Kong

LIST OF DIRECTORS AND THEIR ROLES & FUNCTIONS

Executive Directors

Mr. Wang Yingde
(Chairman & Chief Executive Officer)
Mr. Shi Jianhua *(Chief Operations Officer)*

Independent Non-executive Directors

Mr. Leung Wai Yip
Ms. Chen Liping
Mr. Chew Mun Yew (Appointed on 31 December 2025)
Mr. Gng Hoon Liang (Resigned on 31 December 2025)

Audit Committee

Mr. Leung Wai Yip *(Chairman)*
Ms. Chen Liping
Mr. Chew Mun Yew (Appointed on 31 December 2025)
Mr. Gng Hoon Liang (Resigned on 31 December 2025)

Remuneration Committee

Ms. Chen Liping *(Chairlady)*
(Re-designated on 31 December 2025)
Mr. Wang Yingde
Mr. Chew Mun Yew (Appointed on 31 December 2025)
Mr. Gng Hoon Liang (Resigned on 31 December 2025)

Nomination Committee

Mr. Wang Yingde *(Chairman)*
Ms. Chen Liping
Mr. Chew Mun Yew (Appointed on 31 December 2025)
Mr. Gng Hoon Liang (Resigned on 31 December 2025)

JOINT COMPANY SECRETARIES

Ms. Tung Wing Yee Winnie
Mr. Zhang Jie

AUTHORISED REPRESENTATIVES

Mr. Wang Yingde
Mr. Zhang Jie

AUDITOR

McMillan Woods (Hong Kong) CPA Limited
Registered Public Interest Entity Auditor

PRINCIPAL BANKS

United Overseas Bank Limited
80 Raffles Place, UOB Plaza
Singapore 048624

DBS Bank Ltd.
12 Marina Boulevard,
Marina Bay, Financial Center Tower 3,
Singapore 018982

Maybank Singapore Limited
Maybank Tower #16-01
2 Battery Road
Singapore 049907

HONG KONG BRANCH SHARE REGISTER AND TRANSFER OFFICE

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

COMPANY'S WEBSITE

www.hpc.sg

STOCK CODE

1742

Chairman Statement

To Shareholders,

On behalf of the board (the “Board”) of directors of HPC Holdings Limited (the “Company”, together with its subsidiaries, collectively referred to as the “Group”), I present the annual report of the Group for the financial year ended 31 October 2025.

Over the past year, the global economy has continued its recovery momentum against the backdrop of a gradual easing of high interest rates and a retreat in inflation. As a highly open economy, Singapore maintained steady growth in 2025. According to the preliminary assessment by the Ministry of Trade and Industry of Singapore, GDP is projected to grow by approximately 4.8% in 2025, with growth momentum becoming more balanced. Among them, the construction industry, driven by ongoing public infrastructure projects and a rebound in private sector investment, has maintained moderate expansion. It is expected to grow by 4.9% year-on-year, providing significant support to the overall economy.

Over the past year, despite the fact that the market environment has become more rational compared to the previous year, competition remained intense. In executing existing projects and participating in new project bids, the Group has gained a deeper understanding of the importance of refined management and risk control. Building upon prior experience, the Group further refined its bidding strategies and project selection mechanisms in 2025, placing greater emphasis on project quality, profit structure and resource alignment. On this basis, the Group has successfully advanced a number of ongoing projects in a steady manner and selectively undertaken new projects during the year, laying a solid foundation for future performance stability.

2025 was also a year of continued adjustment and strategic deepening for the Group. While consolidating its strengths in traditional construction businesses, the Group further expanded into the field of high-value-added project, including premium commercial complexes, specialized industrial facilities, and engineering projects with higher technical thresholds. Concurrently, the Group has also sustained its investment in internal management, cost control and talent structure, driving systematic enhancements in organizational capabilities. These efforts have not only elevated the Group’s competitive position in the market, but also laid a solid foundation for its long-term sustainable development.

Looking ahead to 2026, the Group maintains a prudent yet optimistic attitude towards its future development. The Group currently has a healthy pipeline of outstanding orders, featuring a well-balanced structure and a clear coverage cycle, which provides good visibility for its operational performance over the next one to two years. Meanwhile, following prior policy and cost adjustments in the Singapore construction market, the pricing mechanism has become stable, enabling companies to manage risks and allocate resources more effectively. The Group will continue to adhere to prudent operation principles, seizing growth opportunities while keeping risk under control.

In the new year, the Group will build upon its existing business foundation to actively explore vertical extension and synergistic development across the industrial chain. We will progressively expand into real estate development and related sectors, broadening the Group’s business scope and profit models. We believe that through steady and methodical advancement, the Group can seize opportunities in a changing market and achieve high-quality and sustainable growth.

On behalf of the Board, I would like to take this opportunity to express our heartfelt gratitude to our shareholders for their long-standing trust and support, to the Board members and the management team for their professional dedication, and to all employees for their hard work over the past year. Looking ahead, let us continue to stand shoulder to shoulder and forge ahead in unity, create long-term value for the Group, build development platforms for our employees, and deliver steady and sustainable returns for our shareholders.

Wang Yingde

Chairman of the Board & Chief Executive Officer

HPC HOLDINGS LIMITED

Biographical Details

DIRECTORS

Mr. Wang Yingde (王應德), aged 63, executive Director, has over 30 years of experience in construction industry and is mainly responsible for strategic development of the Group and is one of the founders of the Group. Mr. Wang was the authorised representative of Shanghai Construction (Group) General Co., Singapore Branch (“SCG Singapore Branch”), a branch controlled and managed by Shanghai Construction (Group) General Company Overseas Business Department, from October 2002 to February 2018 and the deputy general manager for SCG Singapore Branch from June 2000 to June 2002 before being promoted to general manager from June 2002 to November 2012. Before joining SCG Singapore Branch, Mr. Wang served in Shanghai HuZhong Construction Engineering Corporation as the secretary of the party committee, the vice chairman of the board and the chairman of the board from March 1996 to June 2000 and in Shanghai Construction No. 5 (Group) Co., Ltd as the project manager and engineer from July 1989 to March 1996. Mr. Wang was awarded a bachelor degree in surveying from Tongji University in July 1989.

Mr. Shi Jianhua (施建華), aged 62, executive Director, has over 34 years of experience in construction industry and is mainly responsible for the daily business execution and management of the Group and is one of the founders of the Group. Mr. Shi was a site manager for SCG Singapore Branch from February 2001 to February 2003 before being promoted as a project director from March 2003 to November 2004. Before joining SCG Singapore Branch, Mr. Shi served in Shanghai Construction No. 5 (Group) Co., Ltd as an engineer from July 1983 to May 1991, as a subcontracting supervisor from June 1991 to February 1995, as a deputy project manager from February 1995 to December 1996 and as a project manager from January 1997 to February 2001. Mr. Shi graduated from Shanghai Construction Engineering School in October 1983.

Mr. Leung Wai Yip (梁偉業), aged 49, independent non-executive Director, has more than 19 years of experience in audit and financial management. He has been the chief financial officer and company secretary of Chaowei Power Holdings Limited, a company listed on The Stock Exchange of Hong Kong Limited (“SEHK”) since December 2010. Prior to that, Mr. Leung served as the financial controller and the company secretary of Tiangong International Company Limited, a company listed on the SEHK from May 2007 to November 2010. Mr. Leung was also acted consecutively as the auditor, senior auditor and manager in the assurance and advisory business services department of Ernst & Young, Certified Public Accountants from March 2000 to August 2005. Mr. Leung graduated with a degree of bachelor of commerce from the University of Alberta in June 1998 and obtained a degree of master of business administration from the Hong Kong University of Science and Technology in November 2010. He has been a member of the American Institute of Certified Public Accountants since December 2002 and an associate member of the Hong Kong Institute of Certified Public Accountants since May 2003. He has also been appointed as independent non-executive director of Beijing Luzhu Biotechnology Co., Ltd. (stock code: 2480) since 30 March 2023.

Ms. Chen Liping (陳力萍), aged 60, independent non-executive Director, has experience in banking industry and over 24 years of experience in real estate development industry. From 2014 to 2015, she was an executive director of the Singapore Exchange Securities Trading Limited main board listed Company Pavillon Holdings Ltd. In 2004, she founded Innovative Corporation Pte. Ltd., and served as Chairman and CEO to present, she created “International Brand Summit”, “Golden Brand Award” and “Fund” Magazine and started real estate development business later. In 1998, she served as the editor in Trend (F E) Publishing and Promotion Centre. In 1997, she served as the manager of Lam Thye Hang Pte Ltd, an owner of some industrial properties in Singapore. In 1995, she served as the marketing executive of Singapore East Group. From 1988 to 1994, Ms. Chen worked as an accountant at the Tianjin Branch of the Bank of China and an assistant to the general manager at the China headquarters of BNP Paribas. In 2007, she was appointed as the director of the Tianjin Overseas Friendship Association, she is the vice president now; in 2008, she founded the Tianjin Association (Singapore) and served as the president till now; in 2009, she was appointed an overseas consultant of the Tianjin Federation of Returned Overseas Chinese to the present; in 2010, she was appointed as the vice president of the Tianjin Tri-Region Compatriots Association; in 2012, she was appointed as the vice president of the Singapore Xin Sheng Poetry Society; in 2015, she was awarded the “Distinguished Patron of the arts”, the highest level of individual donation by the National Arts Council of Singapore; in 2016, she was appointed as an overseas committee member of the Beijing Xicheng Federation of Returned Overseas Chinese; in 2017, she was appointed as an overseas committee member of the Innovation and Entrepreneurship Alliance of the All-China Federation of Returned Overseas Chinese; in 2020, she was appointed as the overseas consultant of Hebei Province Chengde Federation of Returned Overseas Chinese. Ms. Chen graduated from Nankai University in 1988 with a Degree of Bachelor in Economics. She obtained the Degree of Master of Business Administration from the University of Hull in 2003.

Mr. Chew Mun Yew (趙文耀), age 69, independent non-executive Director, has a span of 38 years of industrial experience in the Back-end and Front-End Wafer Fabrication Semiconductor Industry, focusing on manufacturing, quality, engineering, and supply chain management, of which 22 years were at the senior management level. These senior Director positions were held at various Multi-national Corporations such as Hewlett-Packard Company, Micron Technology and TECH Semiconductor Singapore. From September 2012, Mr. Chew was appointed as a non-executive director of Chasen Logistics Services Limited, where he provided advisory support on growth and business strategies for the subsidiary. Subsequently, He served as an independent director of Chasen Holdings Limited (SGX: 5NV) from August 2013 to July 2024 and had Chairmanships of the Nominating & Remuneration committees. Mr. Chew graduated from Heriot-Watt University, Edinburgh, UK, with a Bachelor of Engineering (Honours) in Electrical & Electronics and obtained a postgraduate Advance Diploma in Business Administration from the Singapore Institute of Management.

SENIOR MANAGEMENT

Mr. Yong Chee Min (楊志明), aged 50, chief operations officer of the Group. Mr. Yong has approximately 25 years of experience in construction industry. He joined the Group in April 2015 as contract manager, he was promoted to commercial director in August 2018 and subsequently promoted to chief operation officer in February 2022. Prior to that Mr. Yong served as contract manager for SCG Singapore Branch from April 2011 to March 2015, as contract administrator for Landlease Singapore Pte Ltd from November 2008 to November 2010, as assistant contract manager for JH Builders Pte Ltd from February 2008 to November 2008 and as contract manager for Isetech Sdn Bhd from January 2004 to January 2008. Mr. Yong was awarded a national higher diploma in quantity surveying from the Nottingham Trent University in June 1998 and also obtained a bachelor degree in construction management from Greenwich University in October 2000. Mr. Yong has been honored as a technical member of Singapore Institute of Surveyors & Valuers (SISV) since February 2016 and upgraded to member in March 2019.

Mr. Zhang Jie (張傑), aged 42, chief financial officer, joint company secretary and authorised representatives of the Group. Mr. Zhang joined the Group as an accountant in December 2012. He was promoted to assistant general manager in September 2016 and was promoted to chief financial officer on 26 April 2019. Prior to joining the Group, Mr. Zhang was an accountant at Fuji Trading (Singapore) Pte. Ltd. between March 2011 and March 2012. He served as a financial advisor at HSBC Insurance Singapore Ltd from April 2010 to March 2011. Mr. Zhang graduated with a Bachelor of Science degree in accounting and finance from the University of London in August 2011. He also obtained a Specialist Diploma in building cost management from BCA Academy of Singapore in January 2019. Mr. Zhang completed his Chartered Valuer and Appraiser Programme on January 2021 with Nanyang Technological University and is an associate member of Institute of Valuers and Appraisers of Singapore since January 2021. Mr. Zhang is a Chartered Accountant of Singapore and has been a member of the Institute of Singapore Chartered Accountants since July 2017. Mr. Zhang is also a member of ASEAN Chartered Professional Accountant (ASEAN CPA) since April 2024.

Management Discussion and Analysis

The board (the “Board”) of directors (the “Directors”) of HPC Holdings Limited (the “Company” or “HPC”) announces the consolidated results of the Company and its subsidiaries (collectively the “Group”) for the financial year ended 31 October 2025 (the “Financial Year”) together with the comparative figures for the corresponding period in 2024 (the “Previous Period”).

BUSINESS REVIEW

In 2025, the industry grappled with persistent increases in the cost of building materials like raw material of cement and sand for ready-mixed concrete and subcontractor services. This inflation was primarily driven by counter-part country logistic pressures and domestic regulatory changes, notably the tightening of foreign labor policies. Consequently, project tender prices trended upward, leading to a substantial rise in overall construction costs throughout the Financial Year.

In response to the challenging market conditions and Singapore’s robust construction demand in 2025, the Group adopted a more prudent and selective tender strategy. We actively pursued opportunities in both public and private sectors, while rigorously evaluating project viability. Given the intense competition, our focus was on submitting tenders that were not only competitive but also financially sustainable, enabling us to secure projects while preserving healthy profit margins in a demanding market.

Despite a challenging environment, the Group successfully secured seven new projects in 2025, underscoring our agility and competitive resilience. These awards include: (1) a new mega depot warehouse at Tuas South Avenue 10; (2) design and build for additions and alterations to an existing 4-storey cleanroom industrial building, and the new build of a 3-storey central utility building for Jurong Town Corporation; (3) design and build encompassing civil, structural, architectural and site management for pharmaceutical buildings at Tuas; (4) new industrial development featuring Bio-Safety Level 2 and Level 3 facilities, including additions and alterations works at Tuas Avenue 6; (5) a new industrial development comprising workshops, offices and a workers’ dormitory for Hirose (Singapore) Pte Ltd.; (6) 5-storey 230KV substation building for Singapore Power (SP) Group; and (7) construction of a maintenance base incorporating fire stations, workshops, a warehouse, an administration building and intake substations for PSA Corporation Limited. In total, the Group has successfully secured new projects in 2025 with a combined contract sum of S\$734.33 million. This achievement reflects our ability to navigate the competitive landscape, adapt to market demands, and continue to grow our portfolio despite the challenges presented by both external economic factors and the competitive nature of the construction sector.

Our successful market expansion in 2025 is reflected in the seven new projects secured. However, it is important to note that two of these awards, the 5-storey 230KV substation for SP Group and the maintenance base for PSA Corporation Limited, were finalized in the final two months of the year 2025, subsequent to the close of the Financial Year. Consequently, these projects did not contribute to the financial results of this Financial Year.

The Group successfully concluded and delivered four key projects in the latter half of the year: (1) an 11-storey business park development for CapitaLand Development, integrating commercial office space with a two-storey basement; (2) a 5-storey logistics warehouse with ancillary office facilities for Chasen Logistics Services; (3) a 66KV substation at Loyang North for JTC Corporation; and (4) comprehensive superstructure, architectural, and MEP works for pharmaceutical buildings under XDC/Wuxi Apptec.

The Group’s active project pipeline remains robust. We are currently managing eleven ongoing projects, which include the full suite of seven projects awarded in 2025, providing a solid foundation for revenue in the forthcoming financial year.

FINANCIAL REVIEW

Due to a few major projects awarded in the Previous Period were all crowded towards the year end, and continuing increasing in the orderbook of this Financial Year, it drives the Group a high growth year in every aspect and successfully made a V turn from the Previous Period.

Revenue and Gross Profit

The Group recorded a surge of approximately 66.79% in revenue from approximately S\$169.78 million for the Previous Period to approximately S\$283.17 million for the Financial Year. Revenue increased by approximately S\$113.39 million as a result of more major on-going projects awarded at the end of last year entered into their peak period in this Financial Year.

The gross profit of the Group made a robust turn from approximately S\$5.01 million loss to approximately S\$20.58 million gross profit for the Financial Year as compared with the Previous Period, an approximately 5 times improvement, gross profit margin recovered from approximately negative 2.95% to positive 7.27%. The improvement of gross profit margin was mainly due to (1) projects completed during the Financial Year are generally associated with a higher gross profit ratio as compare with those of the Previous Period; and (2) optimisation of tender strategy.

Other Operating Income and Expenses

Other operating income and expenses of the Group for the Financial Year increased by approximately S\$500 thousand from approximately S\$3.10 million for the Previous Period to S\$3.56 million for the Financial Year, primarily due to expansion of business activities which resulted more ancillary managerial income.

Other Gains/Loss

The Group completed an acquisition during the Financial Year, detail reference can be made to the announcement of the Company dated 31 May 2024. Upon completion of the acquisition, the Group engaged an independent professional valuer to appraise the fair value of its asset, the fair value is approximately at its book value. Hence, the Group recorded an one-off gain through this acquisition.

Administrative Expenses

The Group incurred more administrative expenses for the Financial Year as compared with the Previous Period. Administrative expenses increased by approximately S\$6.48 million from approximately S\$7.97 million to S\$14.45 million. The increment of the administrative expenses was primarily due to additional expense attributable to operating of newly acquired asset and normal scale up expenses of main business.

Income Tax (Expense)/Credit

Due to the strong return of the business performance, and the increase in the operating income for the Financial Year, the Group recorded approximately S\$2.4 million income tax.

Profit/(Loss) After Tax

As a result of the combined effects mentioned above, the Company recorded a net profit after tax at approximately S\$35.3 million, a surge from a net loss after tax for the Previous Period of approximately S\$8.48 million, equivalent to approximately 5-fold increase.

Dividends

The Company did not declare any interim dividend during the Financial Year, the Board also do not recommend any final dividend to be distributed for the Financial Year (2024: Nil).

LIQUIDITY, FINANCIAL RESOURCES AND GEARING

Liquidity

The Group's business operations depend on the sufficiency of working capital and effective cost management, in particular, competitive prices from subcontractors and suppliers as well as effective management of foreign workforce. The Group's primary uses of cash are payments to subcontractors, suppliers and manpower cost. The Group had been depending on its internally generated funds to fund its working capital needs in the past, however, with consistently lower interest rate in the current economy, the Group has started to gradually introduce low risk loan financing to the capital structure in order to achieve the optimum cost of capital. With proven track record in costs management coupled with the local regulation on construction works settlements, the Group is not expected to face any liquidity issues.

Current ratios (defined as total current assets divided by total current liabilities) of the Group are 1.52 and 1.66 as at 31 October 2025 and 31 October 2024, respectively.

Borrowings and Gearing

The Group's borrowings are related to the mortgage loans for land purchase and redevelopment of the Group's headquarters building at 7 Kung Chong Road, Singapore.

Gearing ratios (defined as total borrowings divided by total equity) of the Group are 11.20% and 19.55% as at 31 October 2025 and 31 October 2024, respectively, and the decrease of gearing ratio was mainly due to the repayments of loan pertaining to the headquarters building mentioned above and increment of profit during the Financial Year.

Foreign Exchange Exposure

Most of the Group's income and expenditures are denominated in Singapore dollars, being the functional currency of the Group, and hence, the Group does not have any material foreign exchange exposures except for a few listing compliance transactions in Hong Kong Dollars and minor purchases in Chinese Yuan.

As the Group's normal operations' foreign exchange exposure is minimal, the Group does not use any hedging facilities. All foreign transactions are entered into at spot rate.

Mortgage or Charges on Group's Assets

As at 31 October 2025, the acquired land was mortgaged to secure the Group's bank loan. One of the subsidiaries of the Group, HPC Builders Pte. Ltd., was also charged to the same bank for the same project as additional security.

Contingent Liabilities and Financial Guarantees

During the Financial Year, the Group was involved in a few litigation cases related to workplace injuries which were normally insured with insurance. Therefore, the Group does not expect any material contingent liabilities in the foreseeable future.

As at 31 October 2025, saved as disclosed in the section "Mortgage or Charges on Group's Assets", there is no financial guarantee granted in favor of a third party of the Group.

Capital Expenditure and Capital Commitments

For the Financial Year, part of the capital expenditure of the Group was spent on the acquisition of the new subsidiary and purchasing of more construction equipment to meet the project expansion demands.

EMPLOYEE INFORMATION

As at 31 October 2025, the Group had 1,247 employees including foreign workers.

The employees of the Group are remunerated according to their job scope and responsibilities. The local employees are also entitled to discretionary bonus depending on their respective performance. The foreign workers are typically employed on one-year basis depending on the period of their work permits and subject to renewal based on their performance and are remunerated according to their work skills.

Total staff costs including Directors' emoluments amounted to approximately S\$35 million (2024: S\$30 million) for the Financial Year.

Employees of the Group receive training depending on their department and the scope of works. Typically, the human resource department arranges for employees to attend trainings from time to time, especially relating to workplace health and safety.

PROSPECTS

In 2026, The Building and Construction Authority (BCA) expects the total construction demand to reach an average of between S\$39 billion and S\$46 billion per year from 2026 to 2029. (refer to BCA Media Release, Thursday, 23 Jan 2025)

The Group's successful acquisition of new projects with a combined contract value of S\$734.33 million in 2025 represents a significant strategic and operational milestone. This strong performance directly enhances the Group's competitive reputation for reliability and technical expertise, serving as a powerful credential for future tender opportunities. It positions us to capitalize on emerging growth vectors in several key sectors of public sector for building on our recent success with major entities, we are well-placed to pursue a share of publicly funded projects, for institutional buildings, and essential utilities; and specialized industrial hubs with the proven experience in pharmaceutical facilities and large-scale, sophisticated food processing plants establishes us as a preferred partner for high-specification industrial developments, a segment with robust long-term demand.

We are actively collaborating with property developers on forward-looking investment projects. Our focus is on providing integrated design-and-build solutions that optimize land utilization and capitalize on strategic location advantages, thereby maximizing the operational efficiency and long-term value of these facilities for our clients. Looking ahead, this record contract volume provides a solid foundation for sustained revenue growth and allows us to strategically deepen our expertise in these high-value market segments.

Looking ahead to 2026, the Singapore construction industry is poised for a transformative shift, characterized by unprecedented levels of technological integration, sustainability and operational efficiency. The strategic adoption of advanced building materials, digitally connected construction sites, and innovative project monitoring platforms, such as Lean Do I, Novade and GloriQ will empower construction firms to meet escalating demands for accelerated project delivery, cost optimization and enhanced environmental performance.

By proactively embracing these industry trends and positioning the Group as an active builders in construction market, we are presented with a dual opportunity in terms of secure a sustainable competitive advantage in a rapidly evolving market and to make a meaningful contribution toward Singapore's national objectives for advanced construction and sustainable urban development. This forward-looking strategy will be integral to our long-term growth and construction position in Singapore market.

However, the Group will continue to face challenges such as lower gross profit margins due to high building material prices, rising labor costs, and intense competition from other contractors. Despite these challenges, the Group maintains a strong order book with a value of S\$1,370 million as of 31 October 2025. This robust pipeline provides the Group with the flexibility to selectively pursue higher-quality projects, prioritizing sustainable growth over aggressive tendering. The management team is committed to navigating the volatile and highly competitive market and driving the Group towards continued excellence and success.

SHARE OPTION SCHEME

The Group has adopted a share option scheme pursuant to which the Company may grant options to eligible persons. The maximum number of shares which may be issued upon exercise of all options to be granted under the scheme and any other schemes of the Group shall not in aggregate exceed 160,000,000, being 10% of the Company's shares listed on the Main Board of the SEHK on 11 May 2018.

No share options were granted, exercised, cancelled, lapsed or outstanding for the Financial Year.

MODEL CODE FOR SECURITIES TRANSACTIONS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the "Model Code") as set out in the Appendix C3 of the Rules Governing the Listing of Securities on the SEHK (the "Listing Rules") as code of conduct regarding directors' securities transactions. Having made specific enquiry, all Directors have confirmed that they have complied with the Model Code throughout the Financial Year.

CODE ON CORPORATE GOVERNANCE PRACTICES

The Company is committed to fulfilling its responsibilities to the shareholders of the Company ("Shareholders") and protecting and enhancing the Shareholders' value through good corporate governance. The Directors recognize the importance of incorporating elements of good corporate governance in the management structures, internal control and risk management procedures of the Group so as to achieve effective accountability.

The Company has adopted and complied with all the mandatory disclosure requirements and the applicable code provisions as set out in the section headed "Part 2 – Principles of good corporate governance, code provisions and recommended best practices" of the Corporate Governance Code (the "CG Code") as set out in Appendix C1 of the Listing Rules during the Financial Year with the exception of code provision C.2.1.

Under the code provision C.2.1 of the CG Code, the roles of chairman and chief executive shall be separated and shall not be performed by the same individual. Mr. Wang Yingde currently holds both positions. Throughout the business history, Mr. Wang Yingde has held the key leadership position of the Group and has been deeply involved in the formulation of corporate strategies and management of business and operations of the Group. Taking into account the consistent leadership within the Group and in order to enable more effective and efficient overall strategic planning and continuation of the implementation of such plans, the Directors (including independent non-executive Directors) consider that Mr. Wang Yingde is the best candidate for both positions and the present arrangements are beneficial and in the interests of the Group and the Shareholders as a whole.

AUDIT COMMITTEE

The audit committee of the Company (the “Audit Committee”) was established on 19 April 2018 with written terms of reference in compliance with the CG Code. The written terms of reference of the Audit Committee were further updated on 15 December 2023 and are published on the respective websites of the SEHK and the Company. As at the date of this annual report, it comprised of three independent non-executive Directors, namely, Mr. Leung Wai Yip (Chairman), Mr. Chew Mun Yew and Ms. Chen Liping.

The Audit Committee has reviewed with the management the accounting principles and practices adopted by the Group and discussed the internal control procedures and financial reporting matters including the review of the Group’s annual financial results for the Financial Year, particularly addressed the impact of the pandemic to the Company’s operation. The Audit Committee is of the view that the consolidated financial statements for the Financial Year have been prepared in accordance with the applicable standards, the Listing Rules and the statutory provisions and sufficient disclosures have been made.

SCOPE OF WORK OF MCMILLAN WOODS (HONG KONG) CPA LIMITED

The figures in respect of the Group’s consolidated balance sheet as at 31 October 2025, consolidated statement of comprehensive income and the related notes thereto for the year ended 31 October 2025 as set out in this announcement have been agreed by the Group’s auditor, McMillan Woods (Hong Kong) CPA Limited (“McMillan Woods”), to the amounts set out in the Group’s unaudited consolidated financial statements for the year. The work performed by McMillan Woods in this respect did not constitute an assurance engagement in accordance with International Standards on Auditing, International Standards on Review Engagements or International Standards on Assurance Engagements issued by the International Auditing and Assurance Standards Board and consequently no assurance has been expressed by McMillan Woods.

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

During the Financial Year, neither the Company nor any of the subsidiaries of the Company purchased, sold or redeemed any of the Company’s listed securities (including sale of treasury shares, if any).

As at 31 October 2025, the Company did not hold any treasury shares.

SIGNIFICANT INVESTMENTS, MATERIAL ACQUISITIONS AND DISPOSALS

Save as disclosed in this annual report, the Group did not have any other significant investments, material acquisitions or disposals of assets, subsidiaries, associates or joint ventures during the Financial Year.

PUBLICATION ON THE WEBSITES OF THE SEHK AND THE COMPANY

This annual report is published on the website of the SEHK (<http://www.hkexnews.hk>) and on the website of the Company (<http://www.hpc.sg>).

By Order of the Board
HPC Holdings Limited
Wang Yingde
Chairman & Chief Executive Officer

Singapore, 7 February 2026

Corporate Governance Report

HPC Holdings Limited (the “Company”, together with its subsidiaries, the “Group”) is committed to fulfilling its responsibilities to its shareholders of the Company (the “Shareholders”) and protecting and enhancing Shareholders’ value through good corporate governance. The directors of the Company (the “Directors”, each a “Director”) recognise the importance of incorporating elements of good corporate governance in the management structures, internal control and risk management procedures of the Group so as to achieve effective accountability.

The Company has adopted and complied with all the mandatory disclosure requirements and the applicable code provisions as set out in the section headed “Part 2 – Principles of good corporate governance, code provisions and recommended best practices” of the Corporate Governance Code (the “CG Code”) as set out in Appendix C1 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “SEHK” and the “Listing Rules”, respectively) during the financial year ended 31 October 2025 (the “Financial Year”) with the exception of code provision C.2.1.

Under the code provision C.2.1 of the CG Code, the roles of chairman and chief executive officer should be separated and should not be performed by the same individual. Mr. Wang Yingde currently holds both positions. Throughout the business history, Mr. Wang Yingde has held the key leadership position of the Group and has been deeply involved in the formulation of corporate strategies and management of business and operations of the Group. Taking into account the consistent leadership within the Group and in order to enable more effective and efficient overall strategic planning and continuation of the implementation of such plans, the Directors (including independent non-executive Director of the Company (“INED”, collectively “INEDs”)) consider that Mr. Wang Yingde is the best candidate for both positions and the present arrangements are beneficial and in the interests of the Group and the Shareholders as a whole.

SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the “Model Code”) as contained in Appendix C3 to the Listing Rules as its own code of conduct governing the securities transactions by the Directors. Following a specific enquiry made by the Company on each of the Directors, all Directors have confirmed that they had complied with the Model Code during the Financial Year.

DIRECTORS’ INTEREST IN COMPETING BUSINESS

During the Financial Year, none of the Directors or the controlling Shareholders nor their respective associates (as defined in the Listing Rules) had any interest in a business that competed or might compete with the business of the Group.

In particular, each of Mr. Wang Yingde and Mr. Shi Jianhua has confirmed to the Company of his compliance with the non-competition undertakings provided to the Company under a deed of non-competition dated 19 April 2018 (the “Deed of Non-competition”). The INEDs have reviewed the status of compliance and confirmed that all the undertakings under the Deed of Non-competition had been complied with by the above-mentioned persons, Tower Point Global Limited (“Tower Point”), which is wholly-owned by Mr. Wang Yingde and Creative Value Investments Limited (“Creative Value”), which is wholly-owned by Mr. Shi Jianhua, and duly enforced during the Financial Year.

CORPORATE CULTURE AND VALUES

The Board endeavors to promote a strong performance culture in the Group and continually reinforce the desired corporate culture which is aligned with the Group's purpose, values and strategy and promote the corporate culture throughout the Group.

For detailed information about the Company's vision and mission, please refer to page 37 of this annual report.

BOARD OF DIRECTORS

Responsibilities

The board of Directors (the "Board") is primarily responsible for overseeing and supervising the management of the business affairs and the overall performance of the Group. The Board sets the Group's values and standards and ensures that the requisite financial and human resources support is in place for the Group to achieve its objectives. The functions performed by the Board include but are not limited to formulating the Group's business plans and strategies, deciding all significant financial (including major capital expenditure) and operational issues, developing, monitoring and reviewing the Group's corporate governance practices and all other functions reserved to the Board under the Company's articles of association (the "Articles of Association"). The Board has established Board committees and has delegated to these Board committees' various responsibilities as set out in their respective terms of reference. The Board may from time-to-time delegate certain functions to management of the Group if and when considered appropriate. The management is mainly responsible for the execution of the business plans, strategies and policies adopted by the Board and assigned to it from time to time. The Directors have full access to information of the Group and are entitled to seek independent professional advice in appropriate circumstances at the Company's expense.

COMPOSITION

The Company is committed to holding the view that the Board should include a balanced composition of executive Directors and INEDs so that there is a strong independent element in the Board, which can effectively exercise independent judgement. As at the date of this annual report, the Board comprises the following five Directors, of which the INEDs in aggregate represent 60% of the Board members:

Executive Directors

Mr. Wang Yingde (*Chairman & Chief Executive Officer*)

Mr. Shi Jianhua (*Chief Operations Officer*)

Independent Non-executive Directors

Mr. Leung Wai Yip

Ms. Chen Liping

Mr. Gng Hoon Liang (resigned on 31 December 2025)

Mr. Chew Mun Yew (appointed on 31 December 2025)

The biographical details of each of the Directors are set out in the section headed "Biographical Details" of this annual report. The INEDs have brought in a wide range of business and financial expertise, experience and independent judgement to the Board. Through active participation in the Board meetings and serving on various Board committees, all INEDs will continue to make various contributions to the Company. Throughout the Financial Year, the Company had three INEDs, representing 60% of the Board members, which was in compliance with the requirement of the Listing Rules that the number of INEDs must represent at least one-third of the Board members, and met the requirement that at least one of the INEDs has appropriate professional qualifications or accounting or related financial management expertise.

The Company has received an annual confirmation of independence in writing from each of the INEDs pursuant to Rule 3.13 of the Listing Rules. Based on such confirmation, the Company considers that all the INEDs are independent and have met the independence guidelines as set out in Rule 3.13 of the Listing Rules during the Financial Year and up to the date of this annual report.

Proper insurance coverage in respect of legal actions against the Directors has been arranged by the Company throughout the Financial Year.

DIRECTORS' INDUCTION AND CONTINUING PROFESSIONAL DEVELOPMENT

Each of the Directors has received 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 the director's responsibilities under statute and common law, the Listing Rules, other legal and regulatory requirements and the Company's business and governance policies.

Mr. Chew Mun Yew was appointed as an INED on 31 December 2025. He obtained legal advice on 5 December 2025 as required under Rule 3.09D of the Listing Rules from the legal advisor of the Company and confirmed he understood his obligations as a director of a listed company.

The Company will from time to time provide briefings to all Directors to develop and refresh their duties and responsibilities. All Directors are also encouraged to attend relevant training courses at the Company's expense and they have been requested to provide the Company with their training records. According to the training records maintained by the Company, the continuing professional development programmes had been received by the following Directors during the Financial Year:

Name of Directors	Type of Trainings	A	B
Mr. Wang Yingde		✓	✓
Mr. Shi Jianhua		✓	✓
Mr. Leung Wai Yip		✓	✓
Mr. Gng Hoon Liang		✓	✓
Ms. Chen Liping		✓	✓

Type of trainings

A: attending seminars/conferences/forums

B: reading books, journals and updates relating to the economy, general business, risk management, corporate governance and directors' duties and responsibilities

MEETINGS OF THE BOARD AND THE SHAREHOLDERS AND DIRECTORS' ATTENDANCE RECORDS

The Board is scheduled to hold regular board meeting at least 4 times a year at approximately quarterly intervals with notice given to the Directors at least 14 days in advance. For all other Board meetings, notice will be given in a reasonable time in advance. The Directors are allowed to include any matter in the agenda that is required for discussion and resolution at the meeting. To enable the Directors to be properly briefed on issues arising at each of the Board meetings and to make informed decisions, an agenda and the accompanying Board papers will be sent to all Directors at least 3 days before the intended date of the regular Board meeting, or such other period as agreed for other Board meetings. Draft and final versions of the minutes will be circulated to the Directors for comments and record respectively within a reasonable time after each meeting and the final version is open for the Directors' inspection.

The Board held four meetings during the Financial Year and up to the date of this annual report, amongst other matters, review and approve interim results announcement and interim report for the six months ended 30 April 2025, review and approve internal audit report, review and approve resignation and appointment of new INED, and review and approve full year results announcement and annual report for the year ended 31 October 2025.

The attendance of each Director at the Board meetings and general meeting(s) during the Financial Year and up to the date of this annual report of which include the meeting held on 30 January 2026 is as follows:

Name of Directors	Board meetings No. of meetings attended/held during the tenure of the Directors	General meeting(s) No. of meetings attended/held during the tenure of the Directors
Mr. Wang Yingde	4/4	1/1
Mr. Shi Jianhua	4/4	1/1
Mr. Gng Hoon Liang (resigned on 31 December 2025)	3/3	1/1
Mr. Leung Wai Yip	4/4	1/1
Ms. Chen Liping	4/4	0/1
Mr. Chew Mun Yew (appointed on 31 December 2025)	1/1	0/0

DIVERSITY

Board Diversity Policy

During the Financial Year, the Board has adopted a policy of the Board diversity and discussed all measurable objectives set for implementing the same. The Company recognizes and embraces the benefits of a diversity of Board members. It endeavors to ensure that the Board has a balance of skills, experience and diversity of perspectives appropriate to the requirements of the Company's business. All Board appointments will continue to be made on a merit basis with due regard for the benefits of diversity of the Board members. Selection of candidates will be based on a range of diversity perspectives, including but not limited to gender, age, cultural and educational background, professional experience, skills and knowledge.

Nomination Policy

Before appointing a Director, the nomination committee of the Company (the “Nomination Committee”) shall first discuss the nomination of candidates for new Directors, examine the qualification of these candidates, and then recommend such candidates to the Board. The Board shall determine whether the appointment of such candidates should be proposed for election at the general meetings. The major criteria considered by the Nomination Committee and the Board are the candidates’ educational backgrounds, experience in the industry, their proposed commitment to the Company and achieving the goal of diversity of the Board. Regarding the nomination of INEDs, the Nomination Committee will also particularly consider the independence of such candidates. To achieve diversity of the Board, during the Financial Year, the Board has strictly adhered to the diversity policy on members of the Board, according to which, selection of the members of the Board are required to be conducted on the basis of a range of diversity perspectives by taking into account the consolidated factors including skills, experience, independence, knowledge on the business of the Company, the composition of various factors (including gender and age) and other factors relating to the operation efficiency of the Board. The Nomination Committee is responsible for supervising the implementation of such policy.

Gender Diversity at Workforce Levels

Traditionally, construction industry has been short of female talents in Singapore due to culture influences, however, the Company still manage to attract female talents and the Company maintains an approximately workforce (including senior management) 3:1 (male:female) gender ratio in the Financial Year. To achieve Board diversity, the Company has also appointed a new female INED, Ms. Chen Liping on 30 April 2024. Ms. Chen has vast experiences in real estate and media industry and her appointment open up a more comprehensive views towards our business environment.

INDEPENDENT VIEWS OF THE BOARD

In compliance with code provision B.1.3 of the CG Code, the Company has established mechanisms to ensure that a strong independent element on, and independent views and input are available to the Board (the “Mechanisms”).

The Mechanisms cover composition of the Board and Board committees; independence assessment; compensation; Board decision making; and review of the policy implementation. The Board have also taken into account the respective contributions of the INEDs to the Board and their firm commitments to their independent roles. During the Financial Year, all the INEDs do not hold any cross-directorships or have any significant links with other Directors through involvement in other companies or bodies that could give rise to conflicts of interest in their roles as INEDs and they are not involved in the daily management of the Company nor in any relationships or circumstances which would affect the exercise of their independent judgment. They continue to demonstrate their ability to provide an independent, balanced and objective view to the affairs of the Company.

The Board will review the implementation and effectiveness of the Mechanisms annually. At the meeting held on 30 January 2026, the Board has reviewed the implementation and effectiveness of the Mechanisms during the Financial Year and considered that the Mechanisms remain effective.

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Under the code provision C.2.1 of the CG Code, the roles of chairman and chief executive officer shall be separated and shall not be performed by the same individual.

Mr. Wang Yingde currently holds both positions. Throughout the business history, Mr. Wang Yingde has held the key leadership position of the Group and has been deeply involved in the formulation of corporate strategies and management of business and operations of the Group. Taking into account the consistent leadership within the Group and in order to enable more effective and efficient overall strategic planning and continuation of the implementation of such plans, the Directors (including INEDs) consider that Mr. Wang Yingde is the best candidate for both positions and the present arrangements are beneficial and in the interests of the Group and the Shareholders as a whole.

BOARD COMMITTEES

The Board has established three Board committees, namely the audit committee of the Company (the “Audit Committee”), the remuneration committee of the Company (the “Remuneration Committee”) and the Nomination Committee to oversee particular aspects of the Company’s affairs since 19 April 2018. The Board committees are provided with sufficient resources to discharge their duties.

AUDIT COMMITTEE

The Audit Committee was established on 19 April 2018 with written terms of reference in compliance with the CG Code. The written terms of reference of the Audit Committee was further updated on 15 December 2023 and are published on the respective websites of the SEHK and the Company. At the date of this annual report, it comprises three INEDs, namely Mr. Leung Wai Yip, Mr. Chew Mun Yew and Ms. Chen Liping. Mr. Leung Wai Yip is the chairman of the Audit Committee.

The principal roles and functions of the Audit Committee include but are not limited to:

- making recommendations to the Board on the appointment, re-appointment and removal of the external auditors, and approving the remuneration and terms of engagement of the external auditors, and handling any questions regarding its resignation or dismissal;
- reviewing and monitoring the external auditors’ independence and objectivity and the effectiveness of the audit process in accordance with applicable standards and discussing with the external auditors on the nature and scope of the audit and reporting obligations before the audit commences;
- developing and implementing a policy on engaging external auditors to supply non-audit services and reporting to the Board, identifying and making recommendations on any matters where action or improvement is needed;
- monitoring the integrity of the Company’s financial statements and annual report and accounts, and half year report, as well as reviewing significant financial reporting judgements contained in them;
- reviewing the Company’s financial controls, and risk management and internal control systems;
- discussing the risk management and internal control systems with the management to ensure that the management has performed its duty to have such effective systems;
- considering major investigation findings on risk management and internal control matters as delegated by the Board or on its own initiative and management’s response to these findings;
- where an internal audit function exists, ensuring co-ordination between the internal and external auditors, ensuring that the internal audit function is adequately resourced and has appropriate standing within the Company, and reviewing and monitoring its effectiveness;
- reviewing the Group’s financial and accounting policies and practices;
- to review arrangements employees of the issuer can use, in confidence, to raise concerns about possible improprieties in financial reporting, internal control or other matters. The audit committee should ensure that proper arrangements are in place for fair and independent investigation of these matters and for appropriate follow-up action;

- to act as the key representative body for overseeing the issuer's relations with the external auditor;
- reviewing the external auditors' management letter, any material queries raised by the auditors to management about the accounting records, financial accounts or systems of control and management's response;
- ensuring that the Board will provide a timely response to the issues raised in the external auditors' management letters; and
- considering other topics as defined by the Board.

During the Financial Year and up to the date of this annual report, three Audit Committee meetings were held and, amongst other matters (i) review and recommend interim results announcement and interim report for the six months ended 30 April 2025; (ii) review and recommend internal audit report; (iii) review and recommend the annual results announcement and annual report for the financial year ended 31 October 2025. While making decisions, the Audit Committee was free to appoint independent professional experts to assist the Audit Committee to reach reasonable conclusion.

The attendance of each Director at the Audit Committee meetings during the Financial Year and up to the date of this annual report of which include the meeting held on 30 January 2026 is as follows:

Name of Directors	No. of meetings attended/ held during the tenure of the Directors
Mr. Leung Wai Yip	3/3
Mr. Gng Hoon Liang (resigned on 31 December 2025)	2/2
Ms. Chen Liping	3/3
Mr. Chew Mun Yew (appointed on 31 December 2025)	1/1

REMUNERATION COMMITTEE

The Remuneration Committee was established on 19 April 2018 with written terms of reference in compliance with the CG Code. The written terms of reference of the Remuneration Committee are published on the respective websites of the SEHK and the Company.

At the date of this annual report, the Remuneration Committee comprises two INEDs, Ms. Chen Liping, Mr. Chew Mun Yew and an executive Director, Mr. Wang Yingde. Ms. Chen Liping is the chairlady of the Remuneration Committee.

The principal roles and functions of the Remuneration Committee include but are not limited to:

- making recommendations to the Board on the Company's policy and structure for the remuneration of all Directors and senior management and on the establishment of a formal and transparent procedure for developing the remuneration policy;
- reviewing and approving the management's remuneration proposals by reference to the Board's corporate goals and objectives;
- making recommendations to the Board on the remuneration packages of individual executive Directors and senior management including benefits in kind, pension rights and compensation payments, including any compensation payable for loss or termination of their office or appointment;

- considering the salaries paid by comparable companies, time commitment, responsibilities and employment conditions elsewhere in the Group;
- reviewing and approving the compensation payable to the executive Directors and senior management for any loss or termination of office or appointment to ensure that it is consistent with the contractual terms and is otherwise fair and not excessive;
- reviewing and approving the compensation arrangements relating to the dismissal or removal of Directors for misconduct to ensure that they are consistent with the contractual terms and are otherwise reasonable and appropriate;
- ensuring that no Director or any of his/her associates (as defined in the Listing Rules) is involved in deciding his/her own remuneration; and
- reviewing and/or approving matters relating to share schemes under Chapter 17 of the Listing Rules.

During the Financial Year, one Remuneration Committee meeting was held to (i) recommend to the Board for consideration of remuneration of each Director; and (ii) review the share schemes of the Company.

The attendance of each Director at the Remuneration Committee meeting during the Financial Year is as follows:

Name of Directors	No. of meetings attended/ held during the tenure of the Directors
Ms. Chen Liping	1/1
Mr. Wang Yingde	1/1
Mr. Chew Mun Yew (appointed on 31 December 2025)	1/1
Mr. Gng Hoon Liang (resigned on 31 December 2025)	0/0

NOMINATION COMMITTEE

The Nomination Committee was established on 19 April 2018 with written terms of reference in compliance with the CG Code. The written terms of reference of the Nomination Committee was further updated on 30 January 2026 and are published on the respective websites of the SEHK and the Company.

At the date of this annual report, it comprises two INEDs, namely Ms. Chen Liping, Mr. Chew Mun Yew and an executive Director, Mr. Wang Yingde, Mr. Wang Yingde is the chairman of the Nomination Committee.

The principal roles and functions of the Nomination Committee include but are not limited to:

- to review the structure, size and diversity (including without limitation, gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service) of the Board at least annually, assist the board in maintaining a board skills matrix, and make recommendations on any proposed changes to the Board to complement the Company's corporate strategy;
- to identify individuals suitably qualified to become members of the Board and select or make recommendations to the Board on the selection of individuals nominated for directorships. In identifying suitable candidates, the Committee shall consider candidates on merit and against the objective criteria, with due regard for the benefits of diversity on the Board;

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- to assess the independence of the INEDs;
- to make recommendations to the Board on the appointment or re-appointment of Directors and succession planning for Directors, in particular, the chairman of the Board and chief executive officer, taking into account the Company's corporate strategy and the mix of skills, knowledge, experience and diversity needed in the future, together with the Board, as appropriate;
- to develop a policy concerning diversity of Board members; to make disclosure of a summary of the policy on board diversity, including any measurable objective that it has set for implementing the policy, and progress on achieving those objectives, and disclose in the Corporate Governance Report annually; and
- to support the Company's regular evaluation of the Board's performance.

During the Financial Year and up to the date of this annual report, the Nomination Committee held two meetings and among other things, reviewed the structure, size and composition of the Board, assessed the independence of the INEDs and recommended to the Board for consideration the new director appointment and re-appointment of the retiring Directors at the forthcoming annual general meeting of the Company ("AGM").

The attendance of each Director at the Nomination Committee meeting during the Financial Year and up to the date of this annual report is as follows:

Name of Directors	No. of meetings attended/ held during the tenure of the Directors
Mr. Wang Yingde	2/2
Mr. Gng Hoon Liang (resigned on 31 December 2025)	1/1
Ms. Chen Liping	2/2
Mr. Chew Mun Yew (appointed on 31 December 2025)	1/1

CORPORATE GOVERNANCE FUNCTIONS

The Board recognises that corporate governance should be the collective responsibility of the Directors, which includes but is not limited to:

- developing and reviewing the Company's policies and practices on corporate governance and make recommendations to the Board;
- developing, reviewing and monitoring the code of conduct and compliance manual (if any) applicable to employees and the Directors; and
- reviewing the Company's compliance with the CG Code and disclosure in this annual report.

The Board has reviewed and discussed the corporate governance practices and is satisfied with the effectiveness of the corporate governance practices.

APPOINTMENT AND RE-ELECTION OF DIRECTORS

Each of the executive Directors has entered into a service agreement with the Company for a term of 3 years commencing on the date on which the shares of the Company were listed and initially commenced their dealings on SEHK (i.e. 11 May 2018) (“Listing Date”). Mr. Leung Wai Yip, an INED, has entered into a letter of appointment with the Company for a period of three years commencing on the Listing date. Ms. Chen Liping, an INED, entered into a letter of appointment with the Company commencing on 30 April 2024 for a term of three years. Mr. Chew Mun Yew, an INED, has entered into a letter of appointment with the Company commencing on 31 December 2025 for a three years and four months term.

Subsequent to the end of the Financial Year, Mr. Gng tendered his resignation due to his other work commitment with effective from 31 December 2025. The Nomination Committee therefore nominated Mr. Chew Mun Yew as new INED effective from the same day. The relevant announcement was published on the websites of the Company and the SEHK on 22 December 2025.

Other than Mr. Gng, all the other directors’ service agreements or letter of appointment, as the case may be, have been renewed on the expiry of each term. Any Director appointed by the Board to fill a causal vacancy shall hold office until the first AGM of the Company after his/her appointment and be subject to re-election at such meeting and any Director appointed by the Board as an addition to the existing Board shall hold office only until the first AGM after his/her appointment and shall then be eligible for re-election. All the Directors, including INEDs, are subject to retirement by rotation and eligible for re-election in accordance with the Articles of Association. At each AGM, 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 the AGM 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/she 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 does not offer himself for re-election. Any further Directors so to retire shall be those who have been the longest in office since their last re-election or appointment and so that as between the 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.

The chairman of the Board and INEDs have held one private meeting during the Financial Year.

Other than the chairman of the Board who is also the chief executive officer as disclosed under section “Corporate Governance Report – Chairman and Chief Executive Officer” of this annual report, there is no other relationship among the Directors.

REMUNERATION OF DIRECTORS AND SENIOR MANAGEMENT

Particulars of the Directors’ remuneration and the five highest paid employees for the Financial Year are set out in Note 9 to the consolidated financial statements.

Pursuant to code provision E.1.5 of the CG Code, the remuneration of the members of the senior management (other than the Directors) whose particulars are contained in the section headed “Biographical Details” in this annual report for the Financial Year by band is set out below:

Remuneration band	Number of individuals
Nil to HK\$1,000,000 (S\$179,333)	–
HK\$1,000,001 (S\$179,333) to HK\$2,000,000 (S\$358,667)	3
HK\$2,000,001 (S\$358,667) and above	–

INDEPENDENT AUDITOR'S REMUNERATION

During the Financial Year, McMillan Woods (Hong Kong) CPA Limited was engaged as auditor for the year ended 31 October 2025. The remuneration paid/payable to McMillan Woods (Hong Kong) CPA Limited for the Financial Year is set out below:

Services fee paid/payable	HK\$
Audit services	900,000
Non-audit services*	60,000
Total	960,000

* Non-audit services relate to the review of interim report for the six months ended 30 April 2025.

DIRECTORS' RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for the preparation of the consolidated financial statements of the Group for the Financial Year. The Directors were not aware of any material uncertainties relating to events or conditions that may cast significant doubt upon the Company's ability to continue as a going concern. In addition, McMillan Woods (Hong Kong) CPA Limited has stated in the independent auditor's report its reporting responsibilities on the Company's consolidated financial statements for the Financial Year.

RISK MANAGEMENT AND INTERNAL CONTROL

The Board acknowledges its responsibility for the risk management and internal control systems (including those relating to Environmental, Social and Governance risk, performance and reporting) and reviewing their effectiveness. Such 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 Board has the overall responsibility for evaluating and determining the nature and extent of the risks it is willing to take in achieving the Company's strategic objectives, and establishing and maintaining appropriate and effective risk management and internal control systems. The Group has established a risk management policy which sets out the process of identification, evaluation and management of the principal risks affecting the business.

1. Each division is responsible for identifying and assessing principal risks within its divisions on a quarterly basis and establishing mitigation plans to manage the risks identified.
2. The management is responsible for overseeing the Group's risk management and internal control activities, attending quarterly meetings with each division to ensure principal risks are properly managed, and new or changing risks are identified and documented.
3. The Board is responsible for reviewing and approving the effectiveness and adequacy of the Group's risk management and internal control systems.

The Group has maintained internal control guidance and procedures on the Group's operational cycles relating to revenue, subcontract, purchase and expenditure and human resources etc., to ensure proper accounting records are kept so that reliable financial reporting can be provided, the effectiveness and efficiency of operation can be achieved, and the compliance with applicable laws and regulations and safeguarding of assets can be maintained. These systems are designed to provide reasonable protection against errors, losses and fraud. The Company does not establish a standalone internal audit department; however, the Board has put in place adequate measures to perform the internal audit function at different aspects of the Group.

The Group has established a whistle-blowing mechanism and encourage employees to report incidents of misconduct or fraud. Recognising that anti-corruption training is essential for creating a healthy corporate culture, the Group has provided relevant training to Directors and employees, including senior management. The Group has provided all employees with anti-corruption and anti-fraud guidelines to help them understand their roles and responsibilities in anti-corruption as well as to cultivate good professional ethics among its employees at all levels.

The Company has engaged Virtus Assure Pte Ltd to conduct a review on the effectiveness of the internal controls of the Group for the Financial Year. The review covered certain operational procedures and included recommendations for improving and strengthening the internal control system. No significant area of concern that may affect the financial, operational, compliance, control and risk management of the Group has been identified. The Board has conducted a review of the effectiveness of the risk management and internal control system (including those relating to Environmental, Social and Governance risk, performance and reporting) of the Group from the date of last annual report to the date of this annual report and considered them effective and adequate.

Regular meetings were held between the executive Directors and senior management to review and monitor the business and financial performance against the targets, the progress of certification and contract receipts from the customers, the efficiency in the use of the Group's resources in comparison to the budgets, and the operational matters to ensure the Group has complied with the regulations that have material impact to the Group's business. The aim is to enhance the communication and accountability of the Directors and management so that significant strategic, financial, operational and compliance risks or potential deviations are timely identified and dealt with in proper manner, which significant issues are reported back to the Board for their attention.

DISCLOSURE OF INSIDE INFORMATION

With respect to the monitoring and disclosure of inside information, the Group has developed its disclosure policy which provides a general guide to the Group's Directors, officers, senior management and relevant employees in handling confidential information, monitoring information disclosure and responding to enquiries. While any potential inside information will be escalated to the executive meetings or the Board via the established reporting channels, the Directors will assess and determine if the inside information of the Group exist where timely disclosure is required to be made by way of an announcement published on the SEHK website. Control procedures have been implemented to ensure that unauthorised access and use of inside information are strictly prohibited.

The Group acknowledges its responsibilities under the Securities and Futures Ordinance (the "SFO"), Chapter 571 of the laws of Hong Kong and the Listing Rules and the overriding principle that inside information should be announced immediately when it is the subject of a decision.

The procedures and internal controls for the handling and dissemination of inside information are as follows:

- the Group conducts its affairs with close regard to the disclosure requirement under the Listing Rules as well as the "Guidelines on Disclosure of Inside Information" published by the Securities and Futures Commission of Hong Kong in June 2012;
- the Group has implemented and disclosed its policy on fair disclosure by pursuing broad, non-exclusive distribution of information to the public through channels such as financial reporting, public announcements and the Company's website;
- the Group has strictly prohibited unauthorised use of confidential or inside information; and
- the Group has established and implemented procedures for responding to external enquiries about the Group's affairs, so that only the executive Directors, the chief financial officer and the head of investor relations of the Company are authorised to communicate with parties outside the Group.

COMPANY SECRETARIES

Mr. Zhang Jie (“Mr. Zhang”), the chief financial officer of the Company and Ms. Tung Wing Yee Winnie (“Ms. Tung”), as nominated by Boardroom Corporate Services (HK) Limited, have been appointed as the joint company secretaries of the Company (“Joint Company Secretaries”) on 15 December 2023. The primary person at the Company with whom Ms. Tung had been contacting in respect of company secretarial matters is Mr. Zhang.

During the Financial Year, Mr. Zhang and Ms. Tung had undertaken no less than 15 hours of relevant professional training in compliance with Rule 3.29 of the Listing Rules.

All members of the Board can have access to the company secretary’s advice and services. The appointment and removal of the company secretary will be subject to Board’s approval.

SHAREHOLDERS’ RIGHTS

Procedures for putting forward proposals at Shareholders’ meetings

There is no provision allowing Shareholders to make proposals or move resolutions at AGMs under the memorandum of association of the Company and the Articles of Association (the “M&A”) or the laws of the Cayman Islands. Shareholders who wish to make proposals or move a resolution may, however, convene an extraordinary general meeting (the “EGM”) in accordance with the “Procedures for Shareholders to convene an EGM” set out below.

Procedures for Shareholders to convene an EGM

Any one or more Shareholders holding at the date of deposit of the requisition not less than 10% of the paid-up capital of the Company carrying the right of voting at general meetings of the Company (the “Eligible Shareholder(s)”) shall at all times have the right, by written requisition to require an EGM to be called by the Board or the Joint Company Secretaries for the transaction of any business specified in such requisition, including making proposals or moving a resolution at the EGM. Eligible Shareholders who wish to convene an EGM for the purpose of making proposals or moving a resolution at the EGM must deposit a written requisition (the “Requisition”) signed by the Eligible Shareholder(s) concerned at the principal place of business of the Company in Hong Kong (31/F., 148 Electric Road, North Point, Hong Kong) for the attention of the Joint Company Secretaries. The Requisition must state clearly the name of the Eligible Shareholder(s) concerned, his/her/their shareholding in the Company, the reason(s) to convene an EGM and the proposed agenda. The Company will check the Requisition and the identity and shareholding of the Eligible Shareholder(s) will be verified with the Company’s branch share registrar in Hong Kong. If the Requisition is found to be proper and in order, the Board will convene an EGM and/or include the proposal(s) made or the resolution(s) proposed by the Eligible Shareholder(s) at the EGM within 2 months after the deposit of the Requisition. On the contrary, if the Requisition has been verified as not in order, the Eligible Shareholder(s) concerned will be advised of the outcome and accordingly, the Board will not call for an EGM nor include the proposal(s) made or the resolution(s) proposed by the Eligible Shareholder(s) at the EGM. If within 21 days of the deposit of the Requisition the Board fails to proceed to convene such meeting, the requisitionist(s) himself/herself (themselves) may do so in the same manner, and all reasonable expenses incurred by the Eligible Shareholder(s) concerned as a result of the failure of the Board shall be reimbursed to the Eligible Shareholder(s) by the Company.

PROCEDURES FOR SHAREHOLDERS TO SEND ENQUIRIES TO THE BOARD

Shareholders may send their enquiries and concerns to the Board by addressing them to the principal place of business of the Company in Hong Kong, presently at 31/F., 148 Electric Road, North Point, Hong Kong, by post for the attention of the Joint Company Secretaries. Upon receipt of the enquiries, the Joint Company Secretaries will forward the communications relating to:

1. the matters within the Board's purview to the executive Directors;
2. the matters within a Board committee's area of responsibility to the chairman of the appropriate committee; and
3. ordinary business matters, such as suggestions, enquiries and client complaints to the appropriate management of the Company.

COMMUNICATION WITH THE SHAREHOLDERS

The Company has adopted a Shareholders' communication policy with the objective of ensuring that the Shareholders will have equal and timely access to information about the Company in order to enable the Shareholders to exercise their rights in an informed manner and allow them to engage actively with the Company. Information will be communicated to the Shareholders through the Company's website, corporate email, financial reports, AGMs and other EGMs that may be convened as well as all the published disclosures submitted to the SEHK.

The Company has reviewed the implementation and effectiveness of the shareholder communication policy during the year and conclude that it is effective because some minority Shareholders have personally approached the Company and ask for relevant news.

CONSTITUTIONAL DOCUMENTS

There were no changes in the constitutional documents of the Company during the Financial Year.

Pursuant to Rule 13.90 of the Listing Rules, the Company has published its M&A on the respective websites of the Stock Exchange and the Company.

DIVIDEND POLICY

The Company intends to strike a balance between maintaining sufficient capital to develop and operate the business of the Group and rewarding the Shareholders. According to the Dividend Policy, in deciding whether to propose a dividend and in determining the dividend amount, the Board shall take into account, inter alia, the following factors:

- the Company's operating results, actual and expected financial performance;
- retained earnings and distributable reserves of the Company and each of the members of the Group;
- the level of the Group's debts to equity ratio, return on equity and the relevant financial covenants;
- any restrictions on payment of dividends that may be imposed by the Group's lenders;
- the Group's expected working capital requirements, capital expenditure requirements and future expansion plans;
- the Group's liquidity position;
- general economic conditions, business cycle of the Group's business and other internal and external factors that may have an impact on the business or financial performance and position of the Company; and
- any other factors that the Board may deem appropriate and relevant.

Such declaration and payment of the dividend by the Company is also subject to any restrictions under the Companies Laws of the Cayman Islands, any applicable laws, rule and regulations and the Articles of Association.

Any declaration and payment of future dividend under the dividend policy are subject to the Board's determination that the same would be in best interests of the Group and the Shareholders as a whole. The Board will review the dividend policy from time to time and may exercise at its sole and absolute discretion to update, amend and/or modify the dividend policy at any time as it deems fit and necessary.

Directors' Report

The Directors present the annual report and the audited consolidated financial statements of HPC Holdings Limited (the "Company") and its subsidiaries (collectively, the "Group") for the financial year ended 31 October 2025 ("Financial Year").

PRINCIPAL ACTIVITIES

The Company is an investment holding company and its subsidiaries now comprising the Group are principally engaged in civil engineering and general building construction including major upgrading works in Singapore.

There were no significant changes to the Group's principal activities during the Financial Year.

RESULTS/BUSINESS REVIEW

The results of the Group for the Financial Year are set out in the section headed "Consolidated Statement of Comprehensive Income" in the annual report. The business review of the Group for the Financial Year is set out in the section headed "Management Discussion and Analysis" in the annual report.

DIVIDENDS

The Board does not recommend the payment of final dividend for the Financial Year. There is no arrangement that a shareholder has waived or agreed to waive any dividend (2024: Nil).

SHARE CAPITAL

Details of movements in the share capital of the Company during the Financial Year are set out in Note 23 to the consolidated financial statements.

PRE-EMPTIVE RIGHTS

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

EQUITY-LINKED AGREEMENTS

The Company did not enter into any equity-linked agreement during the Financial Year.

PURCHASE, REDEMPTION OR SALE OF LISTED SECURITIES OF THE COMPANY

Since the securities of the Company were listed on The Stock Exchange of Hong Kong Limited (the "SEHK"), neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's listed securities (including sale of treasury shares, if any).

As at 31 October 2025, the Company did not hold any treasury shares.

AUDITOR

The consolidated financial statements of the Group for the Financial Year was audited by McMillan Woods (Hong Kong) CPA Limited who have expressed their willingness to accept re-appointment as auditor. A resolution will be submitted to the forthcoming AGM to re-appoint McMillan Woods (Hong Kong) CPA Limited as auditor of the Company.

PRINCIPAL RISKS AND UNCERTAINTIES

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

DISTRIBUTABLE RESERVES OF THE COMPANY

The Company's reserves available for distribution to Shareholders as at 31 October were as follows:

	Share premium	Accumulated losses
	S\$'000	S\$'000
2025	69,777	(10,069)
2024	69,777	(9,084)

RESERVES AND DISTRIBUTABLE RESERVES

The Company did not have distributable reserves as at 31 October 2025, calculated under the Companies Law, Cap 22 (Law 3 of 1961, as consolidated and revised) of the Cayman Islands, as it has accumulated losses.

However, the Company's share premium amount may be distributed as dividends provided that immediately following the date of which the dividend is proposed to be paid, the Company is able to pay its debts as they fall due in the ordinary course of business.

ENVIRONMENTAL POLICIES AND PERFORMANCE

The Group follows the principle to behave ethically and responsibly in daily operation to fulfill its environmental and social responsibilities. We have an Integrated Management System (the "IMS") which comprises (i) ISO 9001 (Quality Management System); (ii) ISO 45001 (Occupational Health & Safety Management System); (iii) ISO 14001 (Environmental Management System); (iv) bizSAFE Level Star Certificate, RoSPA safety award and (v) Green and Gracious Builder Scheme (the "GGBS") mandated by Singapore Building & Construction Authority for the provision of integrated building services works to promote environment protection and gracious practices during the construction phase of projects and to govern environmental, social and governance related aspect of our operations. The Group had taken steps in our GGBS programs to reduce pollution to the environment.

COMPLIANCE WITH LAWS AND REGULATIONS

The Group recognises the importance of compliance with regulatory requirements and the risk of non-compliance with such requirements and have compliance procedures in place to ensure adherence to applicable laws, rules and regulations in particular, those that have significant impact on the Group. Any changes in the applicable laws, rules and regulations are brought to the attention of relevant employees and relevant operation units from time to time. The Group's operation is carried out in Singapore while the Company itself is incorporated in Cayman Islands and listed on Main Board of the SEHK. Our establishment and operations accordingly shall comply with relevant laws and regulations in Hong Kong, Cayman Islands and Singapore.

During the Financial Year and up to the date of the annual report, the Group has complied with the relevant laws and regulations that have a significant impact on the Company.

TAX RELIEF

The Company is not aware of any relief on taxation available to the Shareholders by reason of their holdings of the Shares. If the Shareholders are unsure about the taxation implications of purchasing, holding, disposing of, dealing in, or exercising of any rights in relation to the Shares, they are advised to consult their professional advisers.

RELATIONSHIP WITH EMPLOYEES, CLIENTS AND SUBCONTRACTORS

The Group treats every member of our employees as part of our big family, whether it is managerial, executive or rank-and-file employee positions and is committed to providing reasonable remunerations to all staff. To induce a sense of belonging in the Company, various team bonding events were organised annually for staff to interact with each other outside the workplace. The Group maintains a good relationship with its clients by having a client feedback channel with the aim of improving service quality. The Group is in good relationship with its subcontractors and suppliers and conducts a fair and strict appraisal of its subcontractors and suppliers.

MAJOR CLIENTS, SUBCONTRACTORS AND SUPPLIERS

Major clients of the Group comprise mainly logistic and supply chain operators, local and international developers or institution and government agencies in Singapore. All projects undertaken are mainly based on project-by-project basis and are typically non-recurring.

Revenue from the five largest clients for the Group for the financial years ended 31 October 2025 and 31 October 2024 amounted to approximately S\$149.9 million and S\$121.3 million, respectively of which represents approximately 52.9% and 71.4% of total revenue. Revenue from the largest client for the same periods amounted to approximately S\$53.4 million and S\$42.4 million, respectively of which represents approximately 18.8% and 25.0% of total revenue.

Major costs of work done mainly refer to subcontractors' costs and purchases from suppliers. The Group typically engages subcontractors for more specialised services such as mechanical and electrical works, steel works and any other specialist works. Purchases are mainly from suppliers in Singapore for steel products and ready-mix concrete.

Subcontractors' costs from the five largest subcontractors for the Group for the financial years ended 31 October 2025 and 31 October 2024 amounted to approximately S\$57.8 million and S\$29.0 million, respectively of which represents approximately 22.0% and 16.6% of total costs of work done. Subcontractors' costs from the largest subcontractor for the same periods amounted to approximately S\$16.4 million and S\$16.7 million, respectively of which represents approximately 6.2% and 9.6% of total costs of work done.

Purchases from the five largest suppliers for the Group for the financial years ended 31 October 2025 and 31 October 2024 amounted to approximately S\$26.2 million and S\$24.0 million, respectively of which represents approximately 10.0% and 13.7% of total costs of work done. Purchases from the largest supplier for the same periods amounted to approximately S\$15.3 million and S\$13.0 million, respectively of which represents approximately 5.8% and 7.4% of total costs of work done.

The Directors, their close associates or any other shareholder (which to the knowledge of the Directors own more than 5% of the number of shares of the Company) have no interest in the clients, subcontractors and suppliers as disclosed above.

DIRECTORS

The directors of the Company during the Financial Year and up to the date of this annual report were:

Mr. Wang Yingde	<i>(Chairman and Chief Executive Officer)</i>
Mr. Shi Jianhua	<i>(Chief Operations Officer)</i>
Mr. Leung Wai Yip	<i>(Independent non-executive Director)</i>
Ms. Chen Liping	<i>(Independent non-executive Director)</i>
Mr. Gng Hoon Liang (resigned on 31 December 2025)	<i>(Independent non-executive Director)</i>
Mr. Chew Mun Yew (appointed on 31 December 2025)	<i>(Independent non-executive Director)</i>

In accordance with article 83(3) of the Company's Articles of Association, any Director appointed by the Board to fill a causal vacancy shall hold office until the first AGM after his/her appointment and be subject to re-election at such meeting. Therefore, Mr. Chew Mun Yew shall retire at the forthcoming AGM and being eligible, will offer himself for re-election.

In accordance with article 84 of the Company's Articles of Association, one-third of the Directors, will retire by rotation and, being eligible, will offer themselves for re-election at the forthcoming annual general meeting of the Company (the "AGM"), provided that every Director shall retire at least once every three years. Accordingly, Mr. Wang Yingde and Ms. Chen Liping shall retire at the forthcoming AGM and being eligible, will offer themselves for re-election.

DIRECTORS' SERVICE CONTRACTS

Each of Mr. Wang Yingde and Mr. Shi Jianhua, being the executive Directors, has entered into a service contract with the Company for a term of 3 years commencing on the Listing Date, which will continue thereafter unless terminated by either party giving to the other not less than three months' notice in writing.

One of our three independent non-executive Directors (the "INEDs"), namely, Mr. Leung Wai Yip has entered into a letter of appointment with our Company on 19 April 2018 which will continue thereafter an initial term of three years commencing from the Listing Date until terminated by not less than three months' notice in writing served by either party to the other. Mr. Leung's service contracts were auto-renewed for another term on 30 April 2024. Mr. Chew Mun Yew entered into a three years and four months' service contract commencing from 31 December 2025 with the Company. Ms. Chen Liping was appointed on 30 April 2024 and a service contract for a three-year term was entered into.

In accordance with Article 83(3) of the Company's Articles of Association, Mr. Chew Mun Yew shall retire at the forthcoming AGM and being eligible, will offer himself for re-election. In accordance with Article 84 of the Company's Articles of Association, Mr. Wang Yingde and Ms. Chen Liping will retire at the forthcoming AGM and, being eligible, offer themselves for re-election. No Director proposed for re-election at the forthcoming AGM has a service contract which is not determinable by the Group within one year without payment of compensation (other than statutory compensation).

UPDATE ON THE DIRECTORS' INFORMATION UNDER RULE 13.51B(1) OF THE LISTING RULES

Pursuant to Rule 13.51B(1) of the Listing Rules, changes in Directors' information since the date of the interim report for the six months ended 30 April 2025 of the Company are set out below:

Ms. Chen Liping, an INED, has been re-designated as the chairlady of Remuneration Committee with effect from 31 December 2025.

Save as disclosed above, pursuant to Rule 13.51B(1) of the Listing Rules, the Company is not aware of other changes in the Directors' information.

PERMITTED INDEMNITY PROVISIONS

Pursuant to the Articles of Association and subject to the applicable laws and regulations, the Directors shall be indemnified and secured harmless out of the assets and profits of the Company from and against all actions, costs, charges, losses, damages and expenses which they or any of them shall or may incur or sustain by or 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. Such permitted indemnity provision has been in force during the Financial Year.

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

As at 31 October 2025, the interests and short positions of the Directors and chief executive 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 would have to be notified to the Company and the SEHK under 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 would be required pursuant to section 352 of the SFO or to be entered in the register as referred to therein, or otherwise required to be notified to the Company and the SEHK pursuant to Model Code, are as follows:

Interests in the Company

Name of Director	Capacity/ nature of interest	Number of shares held	Long position/ short position	Approximately percentage of shares in issue (Note (iii))
Mr. Wang Yingde	Interest in controlled operation (Note (i))	660,000,000	Long position	41.25%
Mr. Shi Jianhua	Interest in controlled operation (Note (ii))	540,000,000	Long position	33.75%

Notes:

- (i) The 660,000,000 shares are held by Tower Point Global Limited ("Tower Point"), which is wholly and beneficially owned by Mr. Wang Yingde. By virtue of the SFO, Mr. Wang Yingde is deemed to be interested in all the shares held by Tower Point.
- (ii) The 540,000,000 shares are held by Creative Value Investments Limited ("Creative Value"), which is wholly and beneficially owned by Mr. Shi Jianhua. By virtue of the SFO, Mr. Shi Jianhua is deemed to be interested in all the shares held by Creative Value.
- (iii) Based on a total of 1,600,000,000 shares of the Company as at 31 October 2025.

Save as disclosed above, as at 31 October 2025, none of the Directors and chief executive of the Company had or was deemed to have any interests or short positions in the shares, underlying shares or debentures of the Company or its associated corporations (within the meaning of Part XV of the SFO) which was required to be recorded in the register required to be kept by the Company pursuant to section 352 of the SFO, or which was required, pursuant to the Model Code, to be notified to the Company and the SEHK.

SUBSTANTIAL SHAREHOLDERS' AND OTHER PERSONS' INTERESTS AND SHORT POSITIONS IN SHARES AND UNDERLYING SHARES

As at 31 October 2025, so far as is known to any Director or chief executive of the Company, the persons (other than Director or chief executive of the Company) or corporations who had interest or short positions in the shares and underlying shares of the Company which were required to be disclosed to the Company under the provisions of Division 2 and 3 of Part XV of the SFO, or which were recorded in the register required to be kept under section 336 of the SFO were as follows:

Interests in the Company

Name of Shareholder	Capacity/ nature of interest	Number of shares held	Long position/ short position	Approximately percentage of shares in issue (Note (iii))
Tower Point	Beneficial owner (Note (i))	660,000,000	Long position	41.25%
Creative Value	Beneficial owner (Note (ii))	540,000,000	Long position	33.75%

Notes:

- (i) The 660,000,000 shares are held by Tower Point, which is wholly and beneficially owned by Mr. Wang Yingde, the executive Director of the Company.
- (ii) The 540,000,000 shares are held by Creative Value, which is wholly and beneficially owned by Mr. Shi Jianhua, the executive Director of the Company.
- (iii) Based on a total of 1,600,000,000 shares of the Company as at 31 October 2025.

Save as disclosed above, as at 31 October 2025, the Directors and the chief executive of the Company are not aware of any other person or corporation having an interest or short position in the shares and underlying shares of the Company which would require to be disclosed to the Company under the provisions of Division 2 and 3 of Part XV of the SFO, or which were recorded in the register required to be kept by the Company pursuant to section 336 of the SFO.

SHARE OPTIONS

Purpose

The Company adopted a share option scheme (the "Share Option Scheme") on 19 April 2018 for the purpose of providing the eligible persons an opportunity to have a personal stake in the Company and help motivate them to optimise their future contributions to the Group and/or to reward them for their past contributions, to attract and retain or otherwise maintain ongoing relationships with such eligible persons who are significant to and/or whose contributions are or will be beneficial to the performance, growth or success of the Group, and additionally in the case of executives, to enable the Group to attract and retain individuals with experience and ability and/or to reward them for their past contributions.

Eligible Persons

The Board may, at its absolute discretion, offer options to subscribe for such number of Shares in accordance with the terms set out in the Share Option Scheme to: (a) any executive director of, manager of, or other employee holding an executive, managerial, supervisory or similar position in any member of the Group, any proposed employee, any full-time or part-time employee, or a person for the time being seconded to work full-time or part-time for any member of the Group; (b) a director or proposed director (including an independent non-executive director) of any member of the Group; (c) a direct or indirect shareholder of any member of the Group; (d) a supplier of goods or services to any member of the Group; (e) a customer, consultant, business or joint venture partner, franchisee, contractor, agent or representative of any member of the Group; (f) a person or entity that provides design, research, development or other support or any advisory, consultancy, professional or other services to any member of the Group; and (g) an associate of any of the persons referred to in paragraphs (a) to (f) above. (the persons referred above are the "Eligible Persons")

Maximum number of Shares

The maximum number of shares which may be issued upon exercise of all options to be granted under the Share Option Scheme and any other schemes of the Group shall not in aggregate exceed 10% of the shares in issue as of the Listing Date, being 160,000,000 shares.

Maximum entitlement of each Eligible Participant

No option may be granted to any one person such that the total number of shares issued and to be issued upon exercise of the options granted and to be granted to that person in any 12-month period exceeds 1% of the Company's shares in issue from time to time. Where any further grant of options to such an eligible person would result in the shares issued and to be issued upon exercise of the options granted and to be granted to such eligible person (including exercised, cancelled and outstanding options) in the 12-month period up to and including the date of such further grant representing in aggregate over 1% of the shares, such grant shall be separately approved by the shareholders of the Company in general meeting with such eligible person and his/her close associates (or his/her close associates if such eligible person is a connected person) abstaining from voting.

Subject to the terms of the Share Option Scheme, the Board shall be entitled at any time within 10 years from the adoption date to offer the grant of an option to any eligible person as the Board may in its absolute discretion select to subscribe at the subscription price for such number of shares as the Board may determine.

Subject to the provisions of the Listing Rules, the Board may in its absolute discretion when offering the grant of an option impose any conditions, restrictions or limitations in relation thereto in addition to those set forth in the Share Option Scheme as the Board may think fit (to be stated in the letter containing the offer of the grant of the option) including (without prejudice to the generality of the foregoing) qualifying and/or continuing eligibility criteria, conditions, restrictions or limitations relating to the achievement of performance, operating or financial targets by the Company and/or the grantee, the satisfactory performance or maintenance by the grantee of certain conditions or obligations or the time period before the right to exercise the option in respect of all or any of the shares shall vest provided that such terms or conditions shall not be inconsistent with any other terms or conditions of the Share Option Scheme. For the avoidance of doubt, subject to such term and conditions as the Board may determine as aforesaid (including such terms and conditions in relation to their vesting exercise or otherwise) there is no minimum period for which an option must be held before it can be exercised and no performance target which needs to be achieved by the grantee of the option can be exercised.

Time of acceptance and exercise of an option

An offer of the grant of an option shall remain open for acceptance by the Eligible Person concerned for a period of 28 days from the offer date provided that no such grant of an option may be accepted after the expiry of the effective period of the Share Option Scheme.

Subject to the terms of the Share Option Scheme, an option shall be exercised in whole or in part within the option period in the manner as set out in the Share Option Scheme by the grantee (or his legal personal representative(s)) by giving notice in writing to the Company stating that the option is thereby exercised and specifying the number of Shares in respect of which it is exercised. Each such notice must be accompanied by a remittance for the full amount of the aggregate subscription price for the Shares in respect of which the notice is given. Within 28 days after receipt of the notice and, where appropriate, receipt of a certificate from the auditors pursuant to the Share Option Scheme, the Company shall accordingly allot and issue the relevant number of Shares to the grantee (or his legal personal representative(s)) credited as fully paid with effect from (but excluding) the relevant exercise date and issue to the grantee (or his legal personal representative(s)) share certificate(s) in respect of the Shares so allotted.

Exercise price for Shares

The subscription price in respect of any particular option shall be such price as the Board may in its absolute discretion determine at the time of the grant of the relevant option (and shall be stated in the letter containing the offer of the grant of the option) but the subscription price shall not be less than whichever is the highest of:

- the nominal value of a share;
- the closing price of a share as stated in the SEHK's daily quotation sheet on the offer date; and
- the average closing price of a share as stated in the SEHK's daily quotation sheets for the 5 business days immediately preceding the offer date.

Period of the Share Option Scheme

Subject to the terms of the Share Option Scheme, the Share Option Scheme shall be valid and effective for a period of 10 years commencing on the adoption date, after which no further options will be offered but the provisions of the Share Option Scheme shall remain in force and effect in all respects. All options granted prior to such expiry and not then exercised shall continue to be valid and exercisable subject to and in accordance with the Share Option Scheme.

No share options were granted, exercised, cancelled, lapsed or outstanding for the financial year ended 31 October 2025.

As at 1 November 2025 and up to the date of this annual report, the total number of shares available for issue under the Share Option Scheme was 160,000,000 shares, which represent approximately 10% of the Company's issued share capital.

Remaining life of the Share Option Scheme

As at the date of this annual report, the remaining life of the Share Option Scheme was about 2 years and 2 months.

DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS AND CONTRACTS OF SIGNIFICANCE

No transactions, arrangements and contract of significance, to which the Company's holding company, fellow subsidiaries or subsidiaries was a party and in which a director of the Company had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time since the Company's securities were listed at the SEHK except disclosed publicly in company and SEHK websites.

MANAGEMENT CONTRACT

No contract concerning the management and administration of the whole or any substantial part of the business of the Company was entered into or existed during the financial year ended 31 October 2025.

INDEPENDENT NON-EXECUTIVE DIRECTORS

The Company has received from each of the INEDs, an annual confirmation of his/her independence pursuant to Rule 3.13 of the Rules Governing the Listing Securities on the SEHK. The Company considers all of the INEDs as independent.

EMOLUMENT POLICY

The emolument policy for the employees of the Group is set up by the Remuneration Committee on the basis of their merit, qualifications and competence. The emoluments of the Directors are decided by the Remuneration Committee, having regard to the Group's operating results, individual performance and comparable market statistics. The Company has adopted a Share Option Scheme as an incentive to directors and eligible employees. The Share Option Scheme became effective on 19 April 2018.

PUBLIC FLOAT

Based on the information that is publicly available to the Company and within the knowledge of the Directors as at the date of this annual report, the Directors are satisfied that the Company has maintained the prescribed minimum public float under the Listing Rules.

On behalf of the board of directors:

Wang Yingde

Director

Shi Jianhua

Director

Singapore

7 February 2026

Environmental, Social and Governance Report

CHAIRMAN AND CHIEF EXECUTIVE OFFICER'S MESSAGE

Dear Stakeholders,

HPC Holdings Limited and its subsidiaries ("the Group" or "HPC") are proud to present our inaugural Environmental, Social and Governance ("ESG") Report. The report provides information about our economic, environmental and social topics and performance.

As a responsible corporate citizen, the Group is committed to uphold ethical standards and continue to introduce and implement sustainable innovations in our business operations. We adopt a comprehensive approach in managing the environmental impacts of our construction activities and we have adequate environmental policies in place to achieve sustainable operations.

We have been actively promoting and practising green and gracious policies to provide a pleasant environment for all residents in the vicinity of our works and members of the public. We have implemented social and community engagement policies to ensure that the social impacts of our construction activities are minimised.

The Group deeply values our employees. As an employer, we are committed to protect the health and safety of all our employees. We have comprehensive safety policies and measures to safeguard their well-being. We endeavour to develop our people to their fullest potential and nurture them to support our growth and steer the Group ahead.

Wang Yingde

Chairman of the Board & Chief Executive Officer

OUR SUSTAINABILITY STORY AND PERFORMANCE

Our Mission

To be a leading reputable builder capable of delivering projects with High Quality Products, Reliable Follow-up Services and Cost-effective Pricing to our clients.

Our Vision

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We believe in working in a harmonious and team-building environment in ensuring constant progress towards achieving our corporate goal of delivering the Best Services to our Customers and Society.

Sustainability Targets

At HPC, we are committed to achieving environmental and social sustainability in our daily operations.

Our sustainability targets for Financial Year 2025 ("FY2025") are as follows:

Environmental

Ensure zero fine for air pollution per project

Ensure zero fine for muddy water discharge per project

Observe zero spillage to ensure zero fine for land pollution per project

Ensure zero fine for mosquito breeding per project

Ensure for noise pollution:

- No more than three fines for projects near residential area per project
- No more than one fine for projects near commercial area per project
- Zero fine for projects near industrial area per project

Provide designated area for dumping to ensure zero fine per project

Segregate waste disposal by licensed waste collector to ensure zero fine per project

Reduce concrete waste:

- to ensure no more than 4% wastage for construction per project
- Reduce steel waste to ensure no more than 3% wastage per construction per project

Occupational Health and Safety

Zero occupational health and safety incidents

Ensure active and proper implementation of control measures targeting safety risks

Sustainability Recognitions

The Group's competitive advantage lies in its ability to manage and execute construction projects on a timely and reliable basis, including larger scale and more complex projects. In Singapore, the Group was ranked 15th service provider for general building works by revenue receipts in 2017 and ranked first in warehouse construction works by revenue receipts in 2017.

We have won numerous accolades and awards in recognition of our excellence in construction practices.

- ISO 9001 Quality Management System
- ISO 14001 Environment Management System
- OHSAS18001 Occupational Health and Safety Management System
- ISO 45001 Occupational Health and Safety Management System
- BCA Green Mark (Gold) Award for Keppel Logistics Warehouse, 2014
- BCA Building Information Modelling (BIM) Award (Gold) for Jurong East Nursing Home, 2015
- BCA Building Information Modelling (BIM) Award (Gold) for Bishan Nursing Home, 2015
- BCA Green Mark (Platinum) Award for Supply Chain City, 2016
- BCA Green Mark (Platinum) Award for CWT Limited, 2017
- bizSAFE Level Star Certificate, 2017
- BCA Green and Gracious Builders Award (Excellent), 2017-2020
- BCA Green Mark (Platinum) Award for JTC Poultry Hub, 2018
- BCA Green Mark (Platinum) Award for Diamond Land, 2018
- The Singapore Contractors Association Ltd – Productivity & Innovation Award for JTC Poultry Hub, 2019
- BCA Green Mark (Gold Plus) Award for Grab HQ project, 2020
- BCA Green Mark (Platinum) Award for LOGOS, 2020
- BCA Green and Gracious Builder Award (Merit) 2021-2026
- RoSPA Gold Award 2024

ETHICS AND INTEGRITY

Corruption, Bribery and Extortion

HPC strictly prohibits all forms of corruption, bribery and extortion. We are fully committed to conducting business with integrity and consistent with the highest ethical standards, and in compliance with all applicable laws and regulatory requirements for the prevention of corruption, bribery and extortion.

Corrupt practices may subject the Group and individual employees to potential criminal and civil liabilities. Corrupt practices may also adversely affect the reputation of HPC as well as the confidence held by stakeholders, including our customers and business partners in our commitment to act professionally, fairly and with integrity in all our business dealings and relationships.

In line with our commitment to maintain high ethical standards which are integral to our corporate identity and our business, it is HPC's policy to adopt a 'zero-tolerance' approach against all forms of corruption, bribery and extortion.

In FY2025, there were zero legal cases brought against HPC or its employees regarding corrupt practices. In addition, 100% of our executive directors attended anti-corruption training during the reporting period.

Fraud

HPC endeavours to operate in compliance with local regulations regarding fraudulent activities. We have established a corporate fraud policy to facilitate the development of controls that will aid in the detection and prevention of fraud against HPC and its subsidiaries. Each member of the management team will be familiar with the types of improprieties that might occur within his or her area of responsibility, and be alert for any indication of irregularity.

Any irregularity that is detected or suspected must be reported immediately to the CEO, who will coordinate internal and external investigations with the Legal Department and other implicated departments.

The Fraud Investigation Unit is primarily responsible for the investigation of all suspected fraudulent acts as defined in the policy. If the investigation substantiates those fraudulent activities had occurred, the Fraud Investigation Unit will report to the designated personnel and, if appropriate, the Board of Directors through the Audit Committee.

Money laundering

We recognise the importance of anti-money laundering ("AML") and therefore comply with international and domestic laws and implement appropriate policies. HPC will stipulate the roles and internal controls within the company.

Given that directors are responsible for directing a company's business effectively, they are obligated to ensure compliance with all relevant AML laws. A director with reasonable care, skill and diligence would need to comply with AML laws by being able to understand and address the AML risks and appoint one of the directors or proper senior company personnel to be the central reference point for suspicious transaction reporting.

HPC implements and maintains appropriate measures to conduct customer due diligence. We train employees in matters related to AML so that employees can implement immediate and appropriate measures for customer due diligence.

We also implement and maintain measures for handling suspicious transactions, and we will report suspicious transactions to relevant authorities immediately.

HPC regularly reviews and improves the AML policy and internal controls based on the effectiveness of the measures.

Whistle-Blowing

The Group is committed to achieving and maintaining the highest standards of openness, integrity and accountability. Our whistle-blowing policy serves to increase the Group’s awareness of maintaining internal corporate justice and it encourages all employees to report serious concerns about any suspected misconduct, malpractice or irregularity. Employees with legitimate concerns can raise the matter directly with the Chairman of the Audit Committee. The Chairman of the Audit Committee will review the complaint and decide how the investigation should proceed.

The Audit Committee has the overall responsibility over implementation, monitoring and periodic review of the whistle-blowing policy.

GOVERNANCE AND STATEMENT OF THE BOARD

HPC’s Board and senior management have assessed sustainability issues as part of the strategic formulation of the company. The Board has determined the material ESG factors and overseen the management and monitoring of the material ESG factors.

The Board of Directors acknowledges its responsibility 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 organisation and its impacts. The Board of Directors confirms that it has reviewed and approved the report.

Please refer to the Corporate Governance Report for more information on corporate governance practices, precautionary measures and risk management structure.

STAKEHOLDER ENGAGEMENT

We identify stakeholders as groups that have an impact, or have the potential to be impacted by our business, as well as external organisations that have expertise in topics that we consider material. We have a wide network of stakeholders, including customers (end users and developers), employees, communities, government organisations and shareholders. We engage with our stakeholders on an ongoing basis through channels and platforms such as surveys, regular dialogue and meetings.

Below is the table listing our stakeholder groups, engagement methods and material topics we address.

Customers	Employees	Suppliers	Government Organisations	Communities	Shareholders
Issues of Concern					
Building health and safety	Occupational health and safety, development, benefits and welfare	Raw material sourcing, environmental compliance	Regulatory requirements, environmental protection, safety	Social welfare, environmental protection	Economic performance, corporate governance
Engagement Approach					
Customer feedback	Appraisals	Supplier evaluation	Ongoing dialogues, annual reports	Community service	Annual reports

REPORTING PRACTICE

The report is prepared in compliance with Environmental, Social and Governance (“ESG”) Reporting Code set out in Appendix C2 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited. It is also reported in accordance to the “Core” option of the Global Reporting Initiative (“GRI”) Standards.

This report incorporates the general standard disclosures and Key Performance Indicators (“KPIs”) as set out by the “Comply or Explain” provisions of the ESG Guide. The GRI Standards represent global best practices for reporting on economic, environmental and social topics.

The report discloses progress on environmental, social and governance issues from 1 November 2024 to 31 October 2025. For governance section, please refer the Corporate Governance report. The Group has assessed that external assurance is not required as the Group is developing the foundations for a sustainability reporting framework this year. Detailed section references with GRI Standards can be found on the GRI Index Page.

Material Topics	Boundaries (i.e. which segment, which country or even which subsidiary)
ECONOMIC	
Indirect Economic Impacts	Applicable to construction and other construction-related businesses
Anti-corruption	Group wide
ENVIRONMENTAL	
Materials	
Energy	
Water	
Emissions	Applicable to construction and other construction-related businesses
Effluents and Waste	
Environmental Compliance	
Supplier Environment Assessment	
SOCIAL	
Employment	
Occupational Health and Safety	Applicable to the Group’s employees and workers in construction and other
Training and Education	construction-related services segments
Diversity and Equal Opportunity	
Non-discrimination	
Child Labour	Group wide
Forced or Compulsory Labour	
Local Community	Applicable to local communities impacted by construction segments
Supplier Social Assessment	Applicable to suppliers for construction segment
Customer Health and Safety	Applicable to construction and other construction-related businesses
Socio-economic compliance	Applicable across construction and other construction-related services segments

SUSTAINABLE BUILT ENVIRONMENT

HPC endeavours to design and construct sustainable buildings that focus on protecting user safety and reducing environmental impacts in the construction and operation of the building. We are committed to complying with all Quality, Environmental, Health and Safety (“QEHS”) regulations and requirements.

Our QEHS policy is as follows:



Furthermore, we endeavour to protect the environment and be gracious to our employees and occupants near our construction sites with the implementation of our Green and Gracious policies, which include:

- Reducing use of natural resources such as energy, diesel and water
- Preventing land, water and air pollution
- Reducing waste through promoting Reduce, Reuse and Recycle activities
- Reducing noise and vibrations on site
- Providing a safe workplace, ensuring public safety and easy accessibility
- Communicating proactively with nearby occupants to build good relations
- Cultivating an effective two-way communication channel between management and staff/workers on green and gracious issues

We organise annual Green and Gracious campaigns for each project which involves all relevant parties including staff and workers to raise awareness, educate and inculcate Green and Gracious practices on site.

We have onsite Environment, Health and Safety (“EHS”) committees and Environmental Control Officers (“ECO”) at all project sites to ensure monitoring and proper execution of our environmental policies. We regularly assess our suppliers and subcontractors to ensure that they operate in an environmentally sustainable manner. We ensure strict compliance with local environmental laws and regulations in our daily operations.

User Safety

GRI 416-1, 416-2

At HPC, we strictly uphold our QEHS policy to achieve quality in works and services. We dedicate our operations and services to achieving total satisfaction of our developers, buyers and end users, as well as government authorities and agencies. We continuously improve on our business operations and processes and regularly review our QEHS objectives and targets to properly implement, maintain and improve our QEHS management and performance. We strictly comply with all safety requirements of our customers and local safety regulations. In FY2025, there were zero incidents of non – compliance concerning the health and safety of our constructed buildings.

Sustainable Design

GRI 203-2

As a construction company that endeavours to incorporate sustainable designs in the buildings we construct, we aspire to achieve Building and Construction Authority (“BCA”) Green Mark for the design and construction of our projects. We incorporate Singapore Green Building Council (“SGBC”) and Singapore Green Labelling Scheme (“SGLS”) certified products in our building designs to create more awareness about environmental sustainability of our buildings.

Sustainable Construction

The Group endeavours to operate our construction projects in a responsible and sustainable manner that is compliant with local environmental regulations and requirements. We strive to minimise our impact on the environment and natural resources by implementing adequate environmental and Green and Gracious policies to achieve sustainable construction. We also use products that are environmentally friendly, non-toxic and biodegradable on site to minimise the environmental impact of our operations.

Energy Conservation

GRI 302-1, 302-3, 302-4

We are aware that construction operations are energy intensive. As such, we have implemented measures and policies to minimise our impacts on natural resources.

At HPC, all projects are supplied by mains electricity and electric meters are installed to record and monitor on-site energy consumption. In addition, all construction site office equipment and appliances that we have procured are energy efficient, and all office computers, photocopying machine and printers are automated to shut down overnight.

These measures and conscientious procurement decisions are part of our energy conservation efforts that enable us to effectively control our energy consumption and reduce wastage.

The Group has implemented a Resource Conservation Program to minimise the impact of our operations on natural resources, specifically diesel, fuel and electricity consumption.

Increase energy efficiency

- Use of energy-saving LED lights for construction site
- Replace incandescent bulb fittings with energy-saving fluorescent fittings that are four times more efficient
- Replace mercury vapour lamp fittings with high pressure sodium vapour lamps that give the same lumens using less 150W less energy
- For floorlighting, replace tungsten halogen lamp fittings with metal halide or high pressure sodium lamps, which are one of the most efficient sources of light
- Replace fluorescent tube ballasts with low-loss ballasts which are more energy efficient, saving 50% of energy used
- Use of energy efficient electrical appliances and equipment with Singapore Green Label

Reduce energy usage

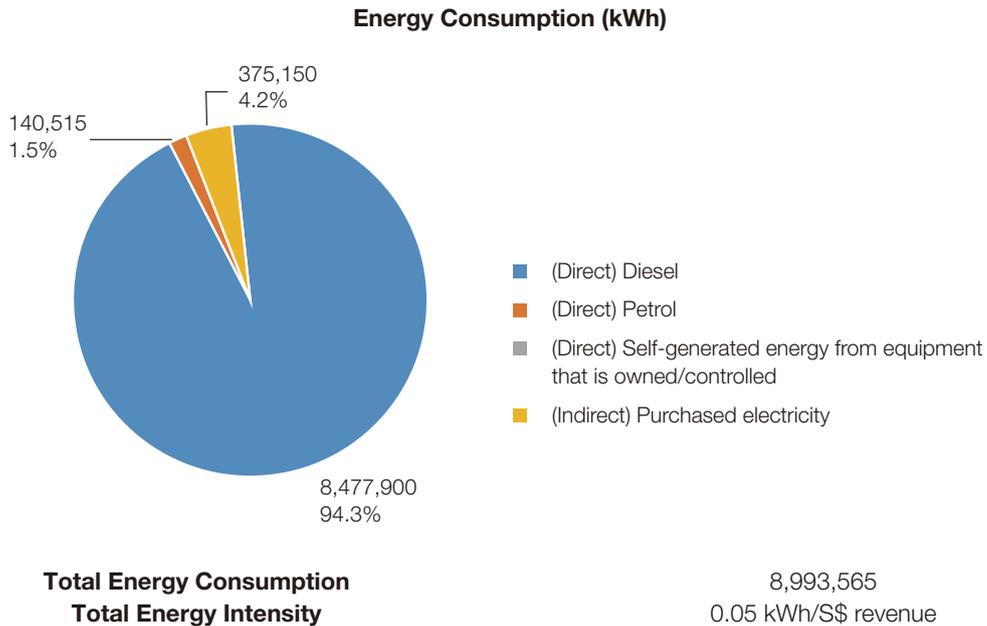
- Set electrical appliances and equipment on power saver mode to reduce electrical consumption
- Signage to remind users to switch off when not in use

Use sustainable energy

- Use of alternative energy sources such as solar cells in equipment
- Use of AC Grid power supply instead of diesel generators

We monitor the energy consumption data to ensure that there is no energy wastage in our construction projects. During FY2025, the Group has constructed 8 ongoing projects which consumed a total of 8,993,565 kWh of energy and the energy intensity was 0.05 kWh/S\$ revenue.

See below for the total energy consumption and intensity of the 7 ongoing construction projects in FY2025.



Emissions Management

GRI 305-2, 305-4, 305-5, 305-7

Construction operations generate air pollutants such as dust and exhaust from machinery and mechanical plants. Use of chemical substances can also generate hazardous vapours if they are not handled with caution. In order to protect our workers and surrounding occupants from air pollution and air-borne diseases, we maintain dust, fumes and air pollutants generated at our construction sites at a sustainable level. Contractors and workers are adequately trained to understand the consequences of air pollution on human health and the environment, and they are given simple instructions on operation and maintenance of equipment to ensure the preservation of air quality on-site.

We strictly comply with local laws and regulations on air and greenhouse gas emissions in our daily operations.

Management of Hazardous Substances

Vapourisation of chemical substances beyond permissible levels can be fatal. As such, we have hazardous chemical management policies in place to ensure the safe use of chemicals and the protection of employees against chemical hazards. Chemical substances with low vapour pressures should be stored under tight lids and volatile vapour must be properly stored to prevent fire and explosion hazards.

Dust Management

All activities involving excavation or disturbance of soils must explore preventive controls and implement physical controls to minimize the generation of dust and reduce its release into the atmosphere.

Exhaust Management

All operations of plants and equipment must comply with local regulations, and maintenance and servicing must be performed regularly in accordance with manufacturing guidelines to ensure that any exhaust or other emissions generated are within standard specifications.

Maintenance of diesel-powered mechanical plants is critical as the exhaust fumes will pollute the environment. Concrete batching plants and cement silos on-site must be fitted with air pollution control equipment (which needs to be maintained regularly) to reduce emissions and abate air pollution.

Good Housekeeping

- Storage of chemical substances, fuels and other hydrocarbons
- Storage under tight lids, properly labelled and segregated from other combustible materials
- Storage facility should be well ventilated to prevent excessive accumulation

Good Storage

- During hot dry weather, sand heaps should be wetted regularly to keep dust down
- Store in proper enclosures to prevent accidental damage which will allow cement to be spilled onto the ground and under strong wind conditions, will be carried and suspended in air
- Disposal of cement bags, solvent, paint and fuel containers to prevent residual dust and fumes emanating from the sources
- Removal of refuse and construction debris on a daily basis to avoid sources for generation of dust

Good Maintenance

- Preventive maintenance program established to ensure that construction equipment and generators do not emit excessive black smoke when burning fuel
- Equipment generating excessive black smoke shall be serviced before operating again

Regular monitoring discovers the defects and issues which have an impact on the environment. The ECO conducts toolbox meetings on the need to maintain equipment to prevent air pollution and its effects, as well as to display posters on the effects of exposure to harmful substances and the need to keep containers of chemical and oils closed. The ECO also conducts weekly inspections to ensure control and compliance with local environmental standards and regulations. Air monitoring is carried out if there is suspected air pollution or toxication.

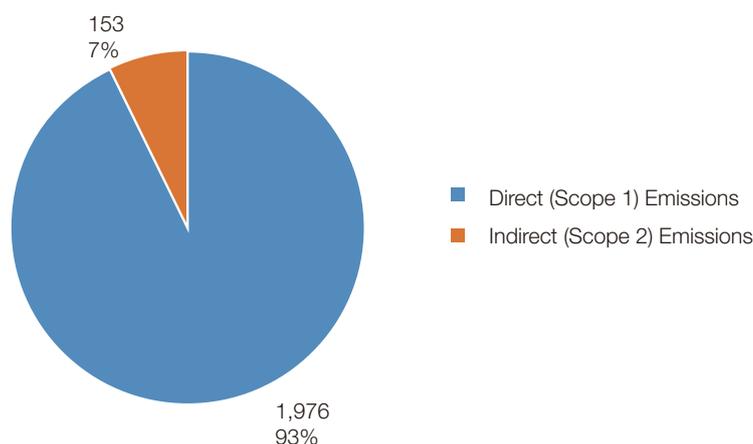
In FY2025, we monitored the total air emissions from our company-owned vehicles and the emissions data are as follows:

NO_x (g)	SO_x (g)	PM (g)
423,538	810	39,766

In addition to managing emissions, the Group endeavours to mitigate emissions in our daily operations through technology adoption, such as converting diesel engines to run on electricity, methanol, liquid petroleum gas (“LPG”) or pneumatic power to minimize air pollution.

See below for the total CO₂ equivalent emissions and intensity of the 7 ongoing construction projects in FY2025.

GHG Emissions (tonnes)



Total GHG Emissions (tonnes)
Total GHG Emissions Intensity

2,129
 0.013 tonnes/\$ revenue

Water and Effluents Management

GRI 303-1, 303-3, 303-4, 303-5

At HPC, we consume water that is supplied by the Singapore Public Utilities Board (“PUB”) and there is no issue in sourcing water that is fit for purpose. Our Resource Conservation Program minimises water wastage with water conservation measures such as installing water-saving devices and recycling equipment, as well as implementing water conservation guidelines to ensure efficient water usage. We use recycled water and rainwater to wash equipment onsite, and we check that all taps are turned off tightly and all leakages are attended to immediately.

We implement real time monitoring of the water consumption data to ensure that there is no water wastage in our construction projects. See below for the total water consumption and intensity of the 7 ongoing construction projects.

Total Water Consumption (m³)
 80,456

Water Intensity (m³/\$ revenue)
 0.0005

Singapore is a country with limited water resources, and it is essential for its water quality to be carefully regulated. To keep Singapore’s water clean, soil pollution must also be controlled, as pollutants in the soil can enter the water system as run-off or groundwater.

Water pollutants from construction activities include solid waste, sand, hydrocarbon and solvents, termite control chemicals, acids and alkalis and lead-based paints. These pollutants can cause environmental impacts such as siltation of open drains preventing flow of rainwater to reservoirs, flooding and death of aquatic life.

In an effort to control water pollution, we practise good housekeeping, storage and maintenance measures, and we recycle treated water at all construction projects. Our drainage facilities are designed according to local regulations and regularly cleaned and maintained to ensure that effluents are properly treated before discharging into drains or canals. In addition, we provide training to workers on proper waste management during operations, including maintenance of machinery and equipment, storage of materials and spill control.

The ECO conducts daily visual inspections to check for any evidence of silt contents in the open drain. In compliance with local environmental protection and management regulations on trade effluents, we also monitor trade effluent discharge into watercourse to ensure that Total Suspended Solids (“TSS”) does not exceed 50 mg per litre of trade effluent.

Effluents Management

- Silt traps and perimeter cut-off drains designed according to local regulations
- Build silt trap in drain to interrupt the passage of sand particles into public sewers
- Regular cleaning and maintenance of silt traps, concrete lined perimeter cut-off drains, silt fences and other facilities
- Wastewater from temporary structures such as canteen, workers’ quarters and toilets should be connected by sewers to approved sewage treatment plants or public sewers
- Design of the sewers must cater for the appropriate number of occupants and duration of construction
- If permanent sewers within the development site is not available, portable toilets and holding tanks with pumping device should be used
- Silt-laden water and mud slurry flow through silt traps, sedimentation tanks or other facilities for removal of silt before discharging into drains and canals
- Runoff at construction sites are effectively drained
- Cement washwater must be treated before entering the drain

Good Housekeeping

- Proper storage of building materials, chemicals and fuels
- Proper maintenance of machinery, equipment and vehicles

Good Storage

- Secondary containment to prevent spillage or leakage from entering land water surface drains
- Provision of spill control kit, collection sumps and facility for pumping out the spilled contents
- Properly constructed floor to prevent infiltration into the ground
- Provision of proper dust collection devices with water sprays for cement silo to prevent spread of entrained dust
- Sedimentation or filtration of waste waters used to contain cement dust by means of silt trap
- Storage on a raised platform to prevent leaching of cement from its packaging
- Fuels and other hydrocarbons such as greases and lubricants should be stored in appropriate containers such as drums, tins with close covers and bunded with kerbs to prevent spillages or leakages from entering the ground or drains
- Shelter/Cover sand heaps with plastic sheet to prevent sand and aggregates from being washed into the drain
- Build sumps for containment of spillage

Good Maintenance

- Carry out maintenance and repair works on machinery, equipment or vehicle at proper facilities such as
- On-site repair and maintenance is prohibited

Waste Management

GRI 306-2, 306-3

Under current construction conditions, our operations generate large amounts of hazardous and non-hazardous wastes, mainly construction debris such as timber, metal and industrial waste. Consequently, the Group has implemented adequate waste management policies and measures to ensure that reuse and recycling of construction wastes are maximised, and that wastes are properly segregated, stored and disposed at all project sites to reduce the risk of mishandling hazardous waste. Other than focusing on construction waste, we also go the extra mile to recycle site office waste at all construction sites.



Segregation and recycling of waste on site

Waste disposal methods are detailed for each type of waste, and the ECO conducts regular monitoring and inspections to ensure proper execution of waste management at all project sites. Refuse areas must be kept clean and all containers of toxic materials, such as solvent and paint, must be kept closed. Wastes must be segregated as general waste and industrial wastes. Where unacceptable wastes are identified, appropriate mitigation measures are implemented. We strictly comply with local laws and regulations on waste generation in our daily operations.

In order to minimise wastage and reduce load on landfill, we conserve timber, rebar and concrete to ensure effective use of resources. We also have procedures in place to minimise resource wastage in operations that involve excessive consumption. All onsite EHS committees monitor the reduction of waste generated.

Disposal centres and bin areas are effective waste management centres only if workers and contractors utilise them with care. As such, contractors and workers are adequately educated to understand the consequences of improper waste disposal on human health and the environment, and they are given simple instructions on proper disposal methods to ensure the preservation of environmental quality on-site.

Reuse

- Use general waste as the hardcore layer for temporary access road or base materials for backfilling
- Empty diesel containers, classified as toxic industrial wastes, are labelled with hazard warning sign and collected by supplier for re-use

Recycle

- Segregate and forward steel scrap to steel recyclers

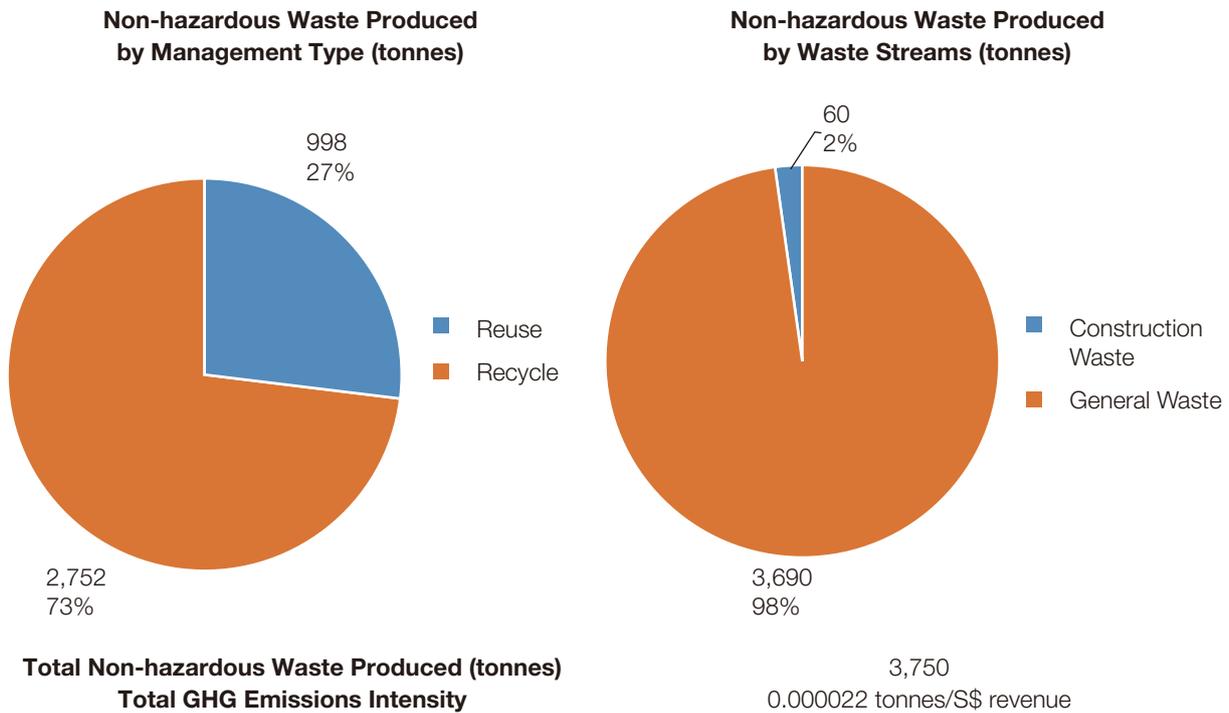
Disposal

- Food wastes must be cleared everyday regardless of the quantity of waste
- Food wastes must be tightly bagged and placed in bunded areas with proper collection drains to capture leachate
- Engage licensed general waste collectors for general wastes
- Open burning is prohibited on-site
- Ensure that non-incinerable wastes are disposed at government approved sanitary landfills
- Ensure that incinerable wastes are disposed at government approved incineration plants
- Hazardous waste containers are labelled with hazard warning sign
- Toxic, non-incinerable industrial wastes e.g. paints containing organic solvents, heavy metals or biocides, waste solvents/thinners, waste epoxy, plastic films, PVC cables and pipes are collected by respective subcontractors and toxic industrial waste contractor for proper disposal
- Toxic industrial wastes e.g. are collected by respective subcontractors
- Solvents, paint and fuel containers should be disposed with lid on and in separate refuse bins specifically provided for such wastes

Waste Management

- Monitoring of waste management at all project sites
- Segregation and proper storage of wastes in designated areas
- Storage of construction debris in bulk containers
- Storage of toxic industrial wastes within contained and concrete area
- Proper disposal of construction and food wastes to prevent leaching out during rainfall into the ground and water system
- All vehicles transporting refuse, earth, construction debris or any other load are covered completely and adequately before leaving construction site
- Cement bags once opened must be fully emptied
- Unfinished cement bag should be kept or stored in enclosed shelter or container or cement silos'
- Unwanted or left-over cement should be discarded promptly

We monitor the waste generated to ensure proper waste management in our construction projects. There is no hazardous waste produced in our operations. See below for the total non-hazardous waste produced and waste intensity of the 7 ongoing construction projects in FY2025.



Innovation in Construction

GRI 203-2

In an effort to minimise resource wastage and time delay and maximize the productivity of our projects, we have implemented principles of lean construction through research and development in design and construction. We have adopted various innovations over the years, including having rebar cut-and-bent offsite and a significant increase in the amount of construction that use framework, precast and prefabrication system on site. This effectively saves time and cost, reduces waste, conserves raw materials, improves labour productivity and ensures on-site productivity and quality control.

Save cost

- Use of mast climbing platforms and mobile elevating work platforms (“MEWP”) for heavy works which saves cost in erection and mobilisation
- Use of concrete pumps which saves time and labour in our construction projects
- Use of unitised curtain wall to reduce cleaning bills of building facade

Ensure workplace safety

- Use of mast climbing platforms and mobile elevating work platforms (“MEWP”) for heavy works which reduce the risk of fall from height for our workers due to their sturdiness
- Use of Statnamic load test to reduce the amount of working at height

Improve productivity

- Use of panel wall system and dry wall system instead of brick walls to reduce masonry work
- Use of siphonic roof drainage for better performance
- Use of Statnamic load test to improve productivity
- Use of Building Information Modelling (“BIM”) to reduce abortive works
- Use of Biometric Attendance System (“BAS”) for attendance taking
- Use of light weight glass fibre reinforcement concrete for building facade for easy transport, assembly and installation

Reduce waste

- Use of precast system to reduce concrete waste

Sustainable Materials

GRI 301-2

In an effort to conserve the amount of raw materials used in our construction projects, we use recycled and sustainable materials for site applications during construction stage, such as reusing concrete waste to repair drain damage and make curbs.

In addition, our Resource Conservation Program requires proper estimation and planning of the amount of materials needed for each project before ordering. We ensure that raw materials are reused and recycled wherever possible, and we store our raw materials properly to ensure durability and avoid damage. We monitor the use of raw materials and analyse the data to establish trends and any abnormalities so as to mitigate the risk of resource wastage by implementing corrective measures in a timely manner.

Conservation of timber

- Estimate timber use (e.g. size, length and quantity) for the project
- Estimate number of cycles that the timber planks can be used
- Ensure that timber from one process is forwarded to another process for reuse
- Store timber in area where it is not exposed to extreme weather to ensure durability
- Segregate reusable timber from waste timber
- Educate employees on the use and recycling of timber
- Reuse timber to construct tables and benches for workers at resting area and dormitory

Conservation of reinforcement bar

- Fabricate re-bar according to planned bar schedule
- Reuse re-bar for other purposes at project site e.g. barricades, formwork support
- Usage of re-bar shall not exceed estimated quantity, thus enforcing the need for efficient use of re-bar

Conservation of tiles

- Provide proper storage and handling to avoid breakage

Conservation of concrete

- Usage of concrete shall not exceed the estimated quantity, thus enforcing the need for efficient use of concrete
- Reuse concrete wastes as the hardcore layer in road formation
- Any excess concrete shall be used to construct other facilities e.g. to improve temporary access, to make concrete stump for hoarding support

Sustainable Supply Chain

GRI 308-1, 308-2, 414-1, 414-2

We have implemented supplier selection measures to ensure that our suppliers are committed to implementing environmental control and meeting environmental regulations. In order to select suppliers who operate in an environmentally responsible manner, we screen new suppliers based on environmental criteria, such as green certificates for their products and services and their green practices.



HPC received green certificates for green product and materials

In addition, we evaluate suppliers based on their gracious practices to ensure that they implement best practices in mitigating possible inconveniences to the public caused by construction work.

We evaluate our existing suppliers every year, and we conduct physical inspections at the supplier’s office to ensure the brand and quality of the products and services.

In FY2025, the Singapore government has implemented business friendly policies to ensure the sustainability of the supply chain. During the reporting period, we had a total of 205 suppliers and all are based in Singapore; as a result, the Group did not encounter any disruption in our supply chain. However, given the evolving uncertainty of the global political tensions, we foresee future challenges of prices increasing along the supply chain in the next financial year.

Climate Change Management

At HPC, our business and value chain operate in geographies that are susceptible to physical risks arising from climate change. We also face significant transition risks through an influx of climate related regulations. These include increasing carbon prices, low carbon building materials and changing customer needs. Despite the climate-related risks, the Group endeavours to explore climate-related opportunities to ready our business for the transition towards low-carbon economy.

We are in the midst of developing a group-wide climate risk management policy in alignment with the Recommendations of the Task Force on Climate-Related Financial Disclosures (“TCFD”). We also aim to conduct climate risk assessments to evaluate the physical and transition risks in our operations. We endeavour to strengthen our climate risk management to ready us for future risks and opportunities.

Governance	Strategy	Risk Management	Metrics and Targets
We aim to strengthen our environmental policies and practices to manage our climate-related risks.	We aim to identify and assess the actual and potential impacts of climate-related risks on our business, strategy and financial planning.	We aim to incorporate climate-related risks into our risk assessment. Physical and transition risks will be considered for materiality.	Refer to Sustainable Construction section.

CARING FOR OUR PEOPLE



At HPC, we take responsibility for the health and wellbeing of our employees, and we endeavour to develop their careers and skillsets as much as possible. We implement adequate safety policies and measures to ensure the safety of our staff and workers on site, and we endeavour to achieve zero safety incidents in our operations. Our policies and operations are in strict compliance with local labour regulations.

Occupational Health and Safety

GRI 403-1, 403-9

HPC is committed to protecting the health and safety of our employees and workers. Our safety practices include:

- Conducting risk assessments to identify hazards and implement effective risk control measures, including halting work to ensure that risks identified are minimized or mitigated
- Ensuring a safe work environment
- Adequate implementation of safety measures in the use of any machinery, equipment, plant, article or process at the workplace
- Developing and implementing emergency response plans
- Ensuring workers are provided with sufficient instructions, training and supervision so that they can work safely



Green and Gracious campaign – safety trainings for workers

The Group also encourages employees to engage in safe practices by presenting safety awards to employees who diligently observe safety measures.

There were zero work-related fatalities and our rate of work-related fatalities was zero in FY2025. There were 4 man-days lost within the Group as a result of work-related injuries during the reporting period, and 103 man-days lost among other workers.

The Group operates in strict compliance with workplace safety laws and regulations and we take careful measures to ensure that all employees are protected from occupational hazards.

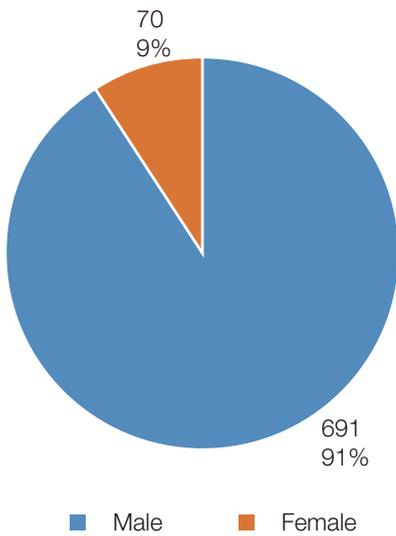
Our Workforce

GRI 405-1

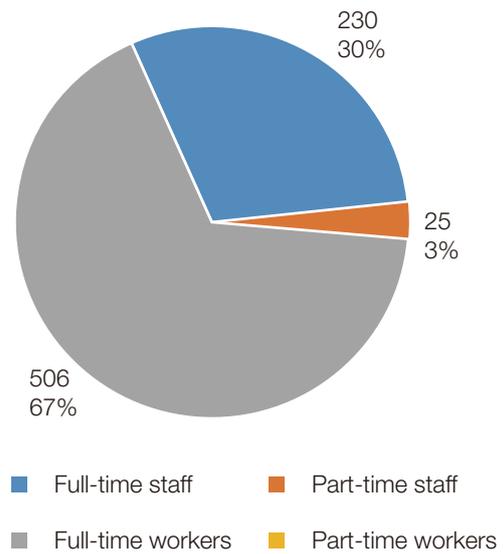
At HPC, we believe in working in a diverse and harmonious environment in ensuring constant progress towards achieving our corporate goal of delivering the best services in terms of cost, quality and products to our customers. At present, the construction industry is still largely male-dominated; we will continue to strive for gender diversity and increase the female-to-male ratio in our workforce. In FY2025, we have one female director at the Board level, so that to ensure that diversity is incorporated in the leadership of the Group.

As at 31 October 2025, we had a total of 761 employees and our workforce diversity was as follows:

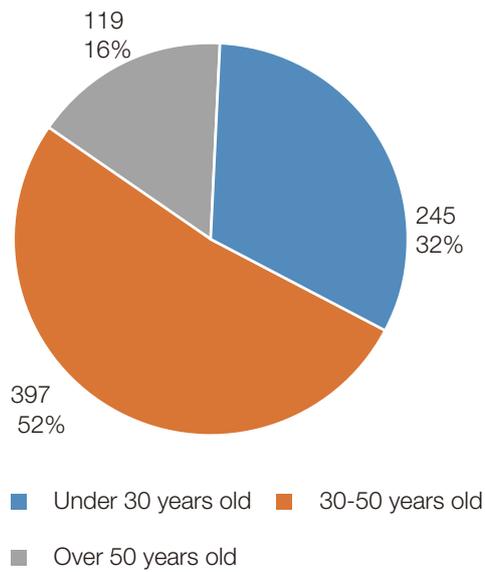
Our Workforce by Gender



Our Workforce by Employment Type



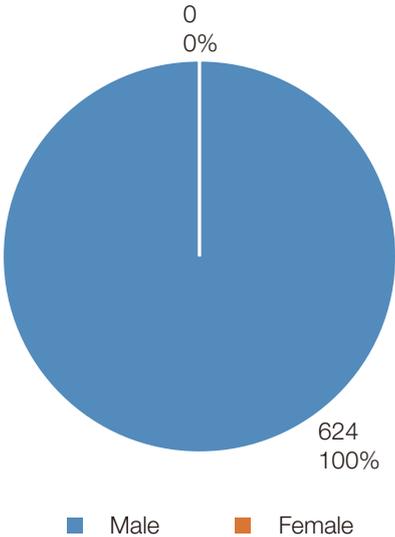
Our Workforce by Age Group



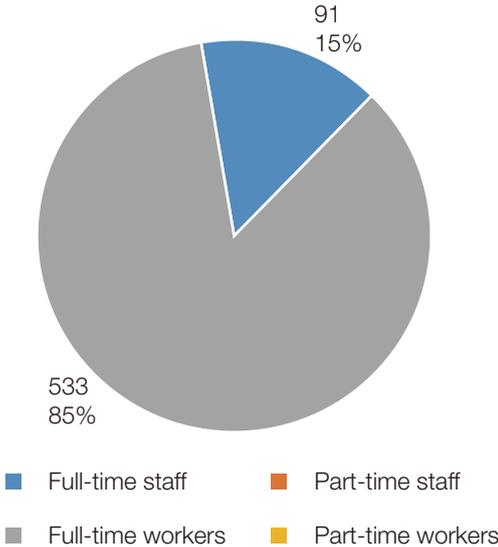
As at 31 October 2025, 100% of our employees were based in Singapore.

In addition, we engaged contractors whose workers performed work at our controlled sites. As at 31 October 2025, there were 624 other workers and their employee breakdown is as follows:

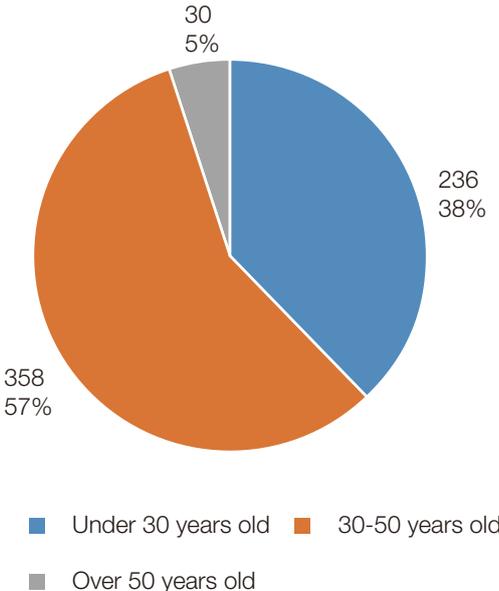
Other Workers by Gender



Other Workers by Employment Type



Other Workers by Age Group



Employee Retention

GRI 401-2, 401-3, 404-2, 404-3, 405-2

HPC's philosophy is to develop a stable working environment where employees can develop and diversify their skillsets to improve their job performance and productivity. We implement adequate staff welfare policies and trainings to ensure the well-being and development of our workforce.

At HPC, we embrace diversity and give everyone equal opportunities to excel and develop their careers. We recruit employees based on their qualifications and whether they satisfy our requirements for the position, and we do not discriminate.

In order to promote a strong performance culture in the Group, we conduct regular performance appraisals for our employees on a regular basis and all employees are given equal opportunities for promotions depending on their job performance.

The Group is committed to being an employer of choice. We strive to help our employees reach their fullest potential and achieve excellence in their development. We aim to create a culture of continuous learning where employees take personal responsibility for their own development. We recognise the need to develop our people so that they are fully equipped to deliver our business objectives. All employees are given equal opportunities and we provide them with financial support and guidance for career development.

Regular employee development review enables us to align the career interests of employees with the Group's performance and to retain talent. We ensure that employees are equipped with the technical skills required to do their jobs proficiently and achieve their work objectives. We also prepare our staff to be equipped to manage any role or organisational changes in the Group.



Employee training

Our training and development curriculum comprises any activity that is designed to help individuals improve and refine their knowledge and skills to become more effective at their jobs. This includes active involvement in various projects, attending training courses, conferences and seminars, work shadowing, formal study, coaching and mentoring. We also conduct competitions at sites to motivate site workers by encouraging them to perform their best by giving them awards and monetary prize.

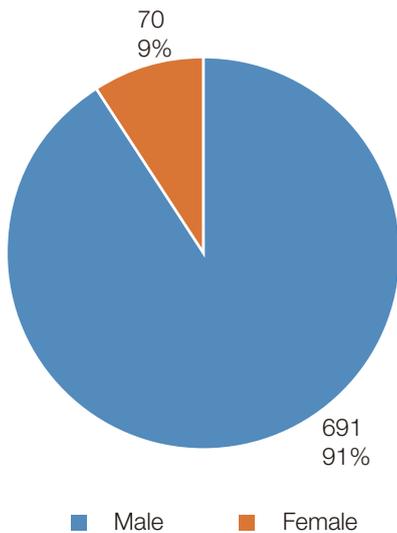
The benefits that we endeavour to achieve through effective training and development include:

- Higher standards of work performance
- Exchange of ideas and disseminate good practice
- Effective management and implementation of change
- Encouragement of team spirit
- Increase motivation and job satisfaction
- Greater understanding of the Group’s business

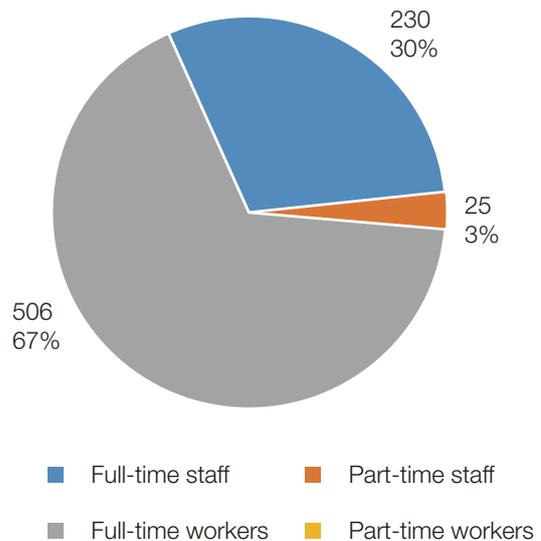
The Group regularly monitors the training and development activities, and we review our support framework to continually improve our training and development policies. We are pleased to report that in FY2025, 100% of our employees received training to develop their skills and expertise, and we achieved an average of 20 training hours per employee. Employees are also entitled to examination leave to encourage them to upgrade their knowledge and skillsets.

The breakdown of our employees trained is as follows:

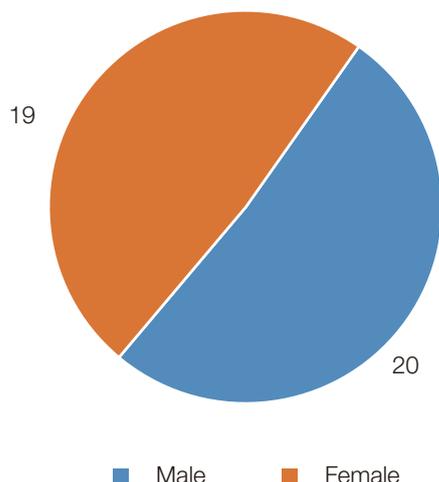
Employees Trained by Gender



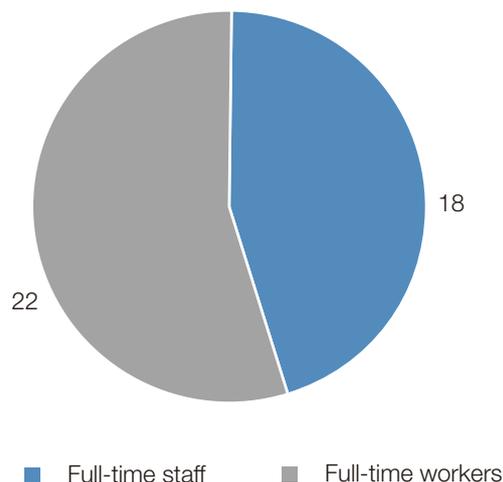
Employees Trained by Employment Type



Average Training Hours per Employee by Gender



Average Training Hours per Employee by Employment Type



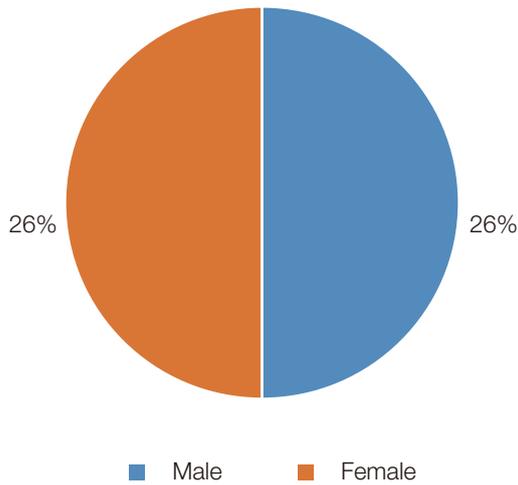
HPC is also committed to our employees' physical and mental health and well-being. All full-time employees are entitled to medical benefits as well as employee wellness programs that promote teamwork, interactions and good health among employees. In compliance with local labour regulations, parents of children who are Singapore citizens are entitled to 16 weeks of parental leave under the Child Development Co-Savings Act ("CDCS Act").

Employees' regular working hours and rest periods are set out in their respective employment letter, and we reserve the right to revise or extend the stipulated working hours, which are arranged to ensure maximum efficiency of operations and work-life balance among employees. In return for their contributions, we offer employees competitive and fair remuneration packages that commensurate with their experience, performance and job responsibilities. All employees are remunerated fairly, regardless of gender, age or nationality, and we continue to endeavour equal remuneration for women and men.

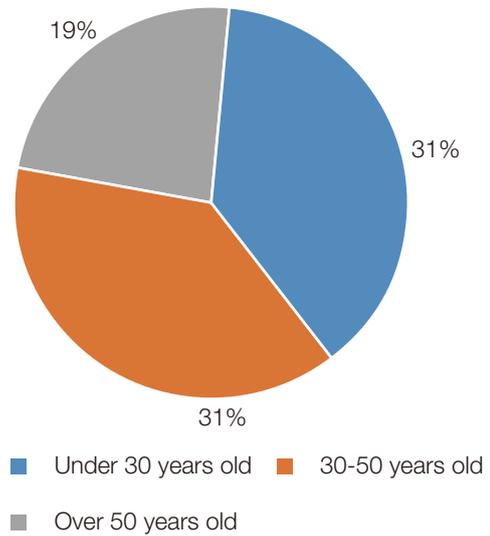
We do not dismiss our employees unnecessarily or unfairly, unless an employee fails to comply with our company policies and has committed an act of misconduct where, after serious consideration, termination is the disciplinary action. In compliance with local labour regulations, employees who have worked for three years and above are entitled to three months' salary in the event of retrenchment.

As at 31 October 2025, the breakdown of our employee turnover rate is as follows:

Employee Turnover Rate by Gender



Employee Turnover Rate by Age Group



Social Compliance

GRI 406-1, 408-1, 409-1

At HPC, we strictly comply with all labour and socioeconomic regulations. We do not discriminate on the basis of gender, ethnicity, nationality, age, religious belief, disability or marital status. In FY2025, there was no incident of discrimination at HPC.

To ensure strict compliance with local employment laws, we implement access controls at our sites and offices to prevent illegal workers from entering or working at our sites and offices. We also monitor the presence of illegal workers on sites by conducting random checks. The Group ensures that all employees have the necessary visas, work permits, specific registrations, licenses and qualifications before they perform the duties assigned to them.

In compliance with labour laws and regulations, the Group does not employ minors or offer apprenticeship. There was no incident of child and forced labour in FY2025.

CARING FOR OUR COMMUNITY

At HPC, we are committed to doing our part for the community. Given the nature of our business, we are aware of the social impacts of our operations, and we strive to minimise any inconvenience or negative impacts on the community. We strictly comply with local regulations on noise and vector control, and we actively engage with the community and make regular contributions to improve the wellbeing of our local community.

Community Engagement

GRI 413-1

The objective of HPC Social Responsibility is to demonstrate commitment to shared social values.

Areas of responsibilities associated with CSR include:

- Philanthropy (charitable and workplace giving programs),
- Sustainability (impact on the environment), and
- Governance (regulatory, legal, ethical operations).

The Group endeavours to give back to the community whenever opportunity arises, and we integrate community service into our corporate social responsibility. Every project, we have public relationship officer to ensure harmonious relationship with project neighbourhood. We conduct various community engagement events to contribute to the local community, such as food and groceries distribution, special charity event during festivals etc. During this financial year, we made a few rounds neighbourhood visit and gave senior citizens and or those in needs food and groceries.

Noise Management

GRI 413-2

The Group implements proper noise pollution control measures to ensure that workers and residents living in the vicinity of the construction sites are not unduly affected by noise pollution. All noise and vibration related impacts on surrounding occupants must be assessed and have mitigation measures put in place where required. In addition, we ensure that all plants and equipment strictly comply with regulatory requirements and are serviced regularly to ensure that the noise generated is within standard.

The ECO ensures that noise generated during construction activities are within the permissible limits specified in the Environmental Pollution Control (Control of Noise at Construction Sites) Regulations, and the frequency of noise monitoring complies with local legal requirements. In the event that local authorities require us to monitor the noise level at any point source, we will strictly comply, monitor closely and maintain proper records.



Quieter Equipment or Mechanical Plant

- Select equipment, mechanical plants or machineries that emit less noise
- Use of generator should be minimised
- Use muffers or exhaust silencers to reduce exhaust noise



Regular maintenance of Mechanical Plant and Vehicles

- Carry out periodic preventive maintenance and service of construction equipment, mechanical plant and vehicles
- Take machines/equipment for servicing whenever there is abnormal noise emitting from the machine/equipment



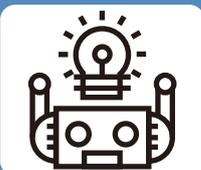
Noise Barriers

- Where possible, enclose noisy machines in acoustical enclosures lined with sound absorbent materials
- Erect barriers around the site to prevent noise transmission
- Where possible, place site facilities such as vehicular wash-bays, concrete batching plants away from residential buildings



Scheduling of Noisy Activities

- Schedule noisy activities sequentially to avoid excessive noise
- Ensure that noisy activities such as piling, demolition or concreting are carried out in the day as much as possible



Other Measures

- Use precast concrete elements as it minimises both in-situ concreting and noise generation
- Educate employees of the consequences of noise generation and methods for noise reduction
- Keep residents informed of any operations generating excessive noise levels

If noise levels exceed compliance levels, the ECO will recommend remedial measures for immediate implementation to keep the noise level under control.

Vector Management

GRI 413-2

We implement vector control plans at every project site to prevent breeding of disease-bearing insects so as to protect workers and residents in the vicinity from harmful diseases. The ECO conducts weekly inspections to monitor the vector situation and ensure that our vector control procedures are complied with at all project sites. Our vector control measures and implementation are in compliance with local environmental regulations.

Where to control	When to control	What to control	How to control
<ul style="list-style-type: none">• Potential breeding grounds and habitats are high vector density areas such as worker quarters, site offices, washing area, storage area, buildings under construction	<ul style="list-style-type: none">• Frequency of vector control has to be established based on site observations and peak density periods	<ul style="list-style-type: none">• Potential breeding grounds and habitats for mosquitoes, flies and rodents	<ul style="list-style-type: none">• Deploy oiling team and housekeeping team for site maintenance• Implement environmental control, chemical control and rodent control

The ECO also oversees the work of the pest control operator (“PCO”) and verifies that the PCO is certified and licensed. This strengthens the degree of compliance and accountability in the vector management at our project sites.

HKEX ESG REPORTING GUIDE CONTENT INDEX

This Content Index includes references to Key Performance Indicators of the HKEX ESG Reporting Guide.

Subject Areas, Aspects, General Disclosures and KPIs		Section Reference
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	Sustainable Built Environment
A1.1	The types of emissions and respective emissions data	Emissions Management
A1.2	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	Emissions Management
A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	Not available to the Group's business
A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility)	Waste Management
A1.5	Description of emission target(s) set and steps taken to achieve them	Emissions Management
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	Waste Management
Aspect A2: Use of Resources		
General disclosure	Policies on efficient use of resources including energy, water and other raw materials	Sustainable Built Environment
A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility)	Energy Conservation
A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility)	Water and Effluents Management
A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them	Energy Conservation
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	Water and Effluents Management
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced	Not available to the Group's business

Aspect A3: The Environment and Natural Resources		
General Disclosure	Policies on minimising the issuer’s significant impact on the environment and natural resources	Sustainable Construction, Sustainable Materials
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them	Sustainable Construction, Sustainable Materials
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	Climate Change Management
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	Climate Change Management
B. Social		
Aspect B1: Employment		
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 compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare	Employee Retention
B1.1	Total workforce by gender, employment type (for example, full-or part-time), age group and geographical region	Our Workforce
B1.2	Employee turnover rate by gender, age group and geographical region	Employee Retention
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	Occupational Health and Safety
B2.1	Number and rate of work-related fatalities occurred in each of the past three years, including the reporting year	Occupational Health and Safety
B2.2	Lost days due to work injury	Occupational Health and Safety
B2.3	Description of occupational health and safety measures adopted, how they are implemented and monitored	Occupational Health and Safety

Aspect B3: Development and Testing		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities	Employee Retention
B3.1	The percentage of employees trained by gender and employee category	Employee Retention
B3.2	The average training hours completed per employee by gender and employee category	Employee Retention
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 Compliance
B4.1	Description of measures to review employment practices to avoid child and forced labour	Social Compliance
B4.2	Description of steps taken to eliminate such practices when discovered	Social Compliance
Aspect B5: Supply Chain Management		
General Disclosure	Policies on managing environmental and social risks of the supply chain	Sustainable Supply Chain
B5.1	Number of suppliers by geographical region	Sustainable Supply Chain
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored	Sustainable Supply Chain
B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored	Sustainable Supply Chain
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored	Sustainable Supply Chain
Aspect B6: Product Responsibility		
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 health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress	User Safety
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons	Not available to the Group's business
B6.2	Number of products and service related complaints received and how they are dealt with	User Safety
B6.3	Description of practices relating to observing and protecting intellectual property rights	Not available to the Group's business
B6.4	Description of quality assurance process and recall procedures	Not available to the Group's business
B6.5	Description of consumer data protection and privacy policies, how they are implemented and monitored	Not available to the Group's business

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	Ethics and Integrity
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	Anti-Corruption
B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored	Whistle-Blowing
B7.3	Description of anti-corruption training provided to directors and staff	Anti-Corruption
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 takes into consideration communities' interests	Community Engagement
B8.1	Focus areas of contribution	Community Engagement
B8.2	Resources contributed to the focus areas	Community Engagement

GRI CONTENT INDEX

GRI Standards	Disclosure Content	Section Reference
2-1	Organizational details	Chairman and Chief Executive Officer's Message
2-3	Reporting period, frequency and contact point	Reporting Practice
2-7	Employees	Our Workforce
2-8	Workers who are not employees	Our Workforce
2-12	Role of the highest governance body in overseeing the management of impacts	Governance and Statement of the Board
2-26	Mechanisms for seeking advice and raising concerns	Whistle-Blowing
2-29	Approach to stakeholder engagement	Stakeholder Engagement
201-1	Direct economic value generated and distributed	FY2023 Annual Report
203-2	Significant indirect economic impacts	Innovation in Construction
205-1	Operations assessed for risks related to corruption	Anti-corruption
205-2	Communication and training on anti-corruption policies and procedures	Anti-corruption
205-3	Confirmed incidents of corruption and actions taken	Anti-corruption
301-2	Recycled input materials used	Sustainable Materials
302-1	Energy consumption within the organization	Energy Conservation
302-3	Energy intensity	Energy Conservation
302-4	Reduction of energy consumption	Energy Conservation
303-1	Interactions with water as a shared resource	Water and Effluents Management
303-3	Water withdrawal	Water and Effluents Management
303-4	Water discharge	Water and Effluents Management
303-5	Water consumption	Water and Effluents Management
305-2	Energy indirect (Scope 2) GHG emissions	Emissions Management
305-4	GHG emissions intensity	Emissions Management
305-5	Reduction of GHG emissions	Emissions Management
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	Emissions Management
306-2	Management of significant waste related impacts	Waste Management
306-3	Waste generated	Waste Management
308-1	New suppliers that were screened using environmental criteria	Sustainable Supply Chain

GRI Standards	Disclosure Content	Section Reference
308-2	Negative environmental impacts in the supply chain and actions taken	Sustainable Supply Chain
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Retention
401-3	Parental leave	Employee Retention
403-2	Occupational health and safety management system	Occupational Health and Safety
403-9	Work-related injuries	Occupational Health and Safety
404-2	Programs for upgrading employee skills and transition assistance programs	Employee Retention
404-3	Percentage of employees receiving regular performance and career development reviews	Employee Retention
405-1	Diversity of governance bodies and employees	Our Workforce
405-2	Ratio of basic salary and remuneration of women to men	Employee Retention
406-1	Incidents of discrimination and corrective actions taken	Social Compliance
408-1	Operations and suppliers at significant risk for incidents of child labor	Social Compliance
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Social Compliance
413-1	Operations with local community engagement, impact assessments, and development programs	Community Engagement
413-2	Operations with significant actual and potential negative impacts on local communities	Noise Management, Vector Management
414-1	New suppliers that were screened using social criteria	Sustainable Supply Chain
414-2	Negative social impacts in the supply chain and actions taken	Sustainable Supply Chain
416-1	Assessment of the health and safety impacts of product and service categories	User Safety
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	User Safety

Independent Auditor's Report

For the financial year ended 31 October 2025



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HPC HOLDINGS LIMITED

OPINION

We have audited the consolidated financial statements of HPC Holdings Limited (the Company) and its subsidiaries (collectively, the Group) set out on pages 76 to 129, which comprise the consolidated balance sheet as at 31 October 2025, and the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group for the year then ended, and notes to the consolidated financial statements, including a summary of 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 31 October 2025, and of its consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group for the year then ended in accordance with IFRS Accounting Standards as 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 International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the 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.

The key audit matters we identified are:

1. Accounting for construction contracts.
2. Impairment assessment of trade receivables and contract assets.

KEY AUDIT MATTERS (CONTINUED)

Accounting for construction contracts

Refer to Note 5 to the consolidated financial statements

During the financial year ended 31 October 2025, revenue from construction contracts amounted to \$283,169,000, representing 100% of the Group's revenue. The Group accounts for construction contract revenue and contract costs over time by reference to the Group's progress toward completing the contract. The measure of progress is based on costs incurred to date as a proportion of estimated total construction contract costs. Significant judgement is required to estimate total construction contract costs and costs to complete that will affect the measure of progress, revenue and profit margin recognised from construction contracts may have a significant impact on the results of the Group. Accordingly, we determined the accounting for construction contracts as a key audit matter.

As part of our audit procedures, we reviewed contractual terms for major contracts with customers and substantiated contract revenues and costs incurred against underlying supporting documents on a sampling basis. We also assessed management's contract costs estimation process. We further perused customers and subcontractor correspondences and discussed the progress of the projects with project managers for any potential disputes, variation order claims, known technical issues or significant events that could impact the estimated contract costs. For revisions made to budgeted costs, we discussed with project personnel and management on the rationale for such changes and checked the revision of the budgeted costs to supporting documentation. We assessed management's estimate of the additional time and costs needed to complete the ongoing projects by comparing them to Singapore's construction industry information on market outlook and the expected recovery scenarios of the construction industry. We checked the mathematical accuracy of the revenue recognised based on the input method calculations. We also compared percentage of completion used in the input method calculations to quantity surveyor certificate received from customer for each project and investigated material differences. For projects which are expected to be loss-making, we reviewed management's assessment and assessed if adequate provision for onerous contracts has been recognised by comparing unavoidable costs of meeting the obligations under a contract and the economic benefits expected to be received under it. Information regarding the Group's construction contract revenue and contract assets and contract liabilities is disclosed in Note 5 and 16 to the consolidated financial statements.

Impairment assessment of trade receivables and contract assets

Refer to Notes 13 and 16 to the consolidated financial statements

The Group's gross trade receivables and contract assets amounted to \$37,393,000 and \$56,556,000 respectively as at 31 October 2025, with no allowance for expected credit loss ("ECL") recognised.

The Group determines ECL and impairment of trade receivables and contract assets by making debtor specific assessment of expected credit impairment loss for long overdue trade receivables and using a provision matrix for remaining trade receivables and contract assets that is based on historical credit loss experience, adjusted for current and forward-looking factors specific to the debtors and economic environment. These assessments inherently involved management estimates and judgement including the evaluation on their debtors' businesses arising from the volatility in market and economic conditions. Accordingly, we determined this as a key audit matter.

KEY AUDIT MATTERS (CONTINUED)

Impairment assessment of trade receivables and contract assets (Continued)

We requested confirmation for material trade receivable balances and obtained evidence of subsequent collections. For material contract assets balance, we reviewed subsequent billings, quantity surveyor certificate received from customers and subsequent collection of the receivables, if any. We obtained an understanding of management's controls and processes in assessing impairment of trade receivables and contract assets. We assessed management's assumptions used to determine expected impairment loss for long overdue trade receivables, notably through analysis of ageing of receivables and consideration of their specific profiles and risks. We corroborated these assumptions through our independent review of the debtor's financial position, where such information had been made available to us, and also considered the historical payment pattern. We compared management's inputs used in the computation of historical credit loss rates to actual impairment loss recorded in prior years and reviewed data used by management in determining forward-looking adjustments. We also checked the arithmetic accuracy of the ECL allowance computation.

OTHER INFORMATION

The directors of the Company are responsible for other information. The other information comprises all the information included in the annual report other than the consolidated financial statements and our auditor's report thereon.

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 AUDIT COMMITTEE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors of the Company are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards as 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 misstatements, whether due to fraud or error.

In preparing the consolidated financial statements, the directors of the Company 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 of the Company either intend to liquidate the Group or to cease operations or have no realistic alternative but to do so.

The audit committee is responsible for overseeing the Group's financial reporting process.

AUDITOR'S 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 auditor's report that includes our opinion. Our report is made solely to you, as a body, 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 ISAs 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.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism 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 auditor's 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 auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the 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 group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

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

We also provide the audit committee 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.

From the matters communicated with the audit committee, 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 auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

McMillan Woods (Hong Kong) CPA Limited

Certified Public Accountants

Wong Ka Bo, Jimmy

Audit Engagement Director

Practicing Certificate Number P07560

24/F., Siu On Centre, 188 Lockhart Road,
Wanchai, Hong Kong

30 January 2026

Consolidated Statement of Comprehensive Income

For the financial year ended 31 October 2025

	Note	2025 \$'000	2024 \$'000
Revenue	5	283,169	169,772
Cost of sales		(262,591)	(174,786)
Gross profit/(loss)		20,578	(5,014)
Other operating income and expenses	6	3,556	3,104
Administrative expenses		(14,455)	(7,967)
Impairment losses on financial assets	8		–
Other gain, net	6	27,665	222
Finance income	7	894	877
Finance costs	7	(470)	(722)
Profit/(loss) before tax	8	37,768	(9,500)
Income tax (expense)/credit	10	(2,436)	1,015
Profit/(loss) for the year, representing total comprehensive income/(expense) for the year		35,332	(8,485)
Total comprehensive income/(expense) attributable to:			
Owners of the Company		35,939	(8,485)
Non-controlling interests		(607)	–
		35,332	(8,485)
Earnings/(loss) per share attributable to owners of the Company			
– Basic (cents)	11	2.25	(0.53)
– Diluted (cents)	11	2.25	(0.53)

The accompanying accounting policies and explanatory notes form an integral part of the consolidated financial statements.

Consolidated Balance Sheet

As at 31 October 2025

	Note	2025 \$'000	2024 \$'000
ASSETS			
Non-current assets			
Property, plant and equipment	12	75,733	34,028
Deferred tax assets	10	4,256	5,979
Retention receivables	13	–	5,836
		79,989	45,843
Current assets			
Trade and retention receivables	13	37,393	27,540
Other receivables, deposits and prepayments	14	3,049	6,796
Investment in marketable securities	15	1,082	975
Contract assets	16	56,556	31,411
Bank deposits	17	–	2,126
Cash and cash equivalents	17	79,129	43,711
		177,209	112,559
Total assets		257,198	158,402
EQUITY AND LIABILITIES			
Current liabilities			
Trade and retention payables	18	78,005	44,060
Other payables and accruals	18	13,312	6,675
Provisions	20	5,932	6,551
Contract liabilities	16	17,288	8,499
Lease liabilities	19	–	91
Borrowings	21	1,334	1,334
Income tax payable		1,018	689
		116,889	67,899
Net current assets		60,320	44,660

Consolidated Balance Sheet
As at 31 October 2025

	Note	2025 \$'000	2024 \$'000
Non-current liabilities			
Retention payables	18	3,353	1,590
Other payables	18	865	–
Lease liabilities	19	–	60
Borrowings	21	11,706	13,040
		15,924	14,690
Total liabilities			
		132,813	82,589
Equity attributable to owners of the Company			
Share capital	23	2,725	2,725
Share premium	23	69,777	69,777
Capital reserves	24	(30,614)	(30,624)
Retained profits		69,874	33,935
		111,762	75,813
Non-controlling interests		12,623	–
Total equity			
		124,385	75,813
Total equity and liabilities			
		257,198	158,402

The consolidated financial statements on pages 76 to 129 were approved and authorised for issue by the Board of Directors on 7 February 2026 and are signed on its behalf by:

Wang Yingde
Director

Shi Jianhua
Director

The accompanying accounting policies and explanatory notes form an integral part of the consolidated financial statements.

Consolidated Statement of Changes in Equity

For the financial year ended 31 October 2025

	Attributable to owners of the Company				Total \$'000	Non- controlling interests \$'000	Total equity \$'000
	Share capital \$'000	Share premium \$'000	Capital reserves \$'000	Retained profits \$'000			
	Group						
At 1 November 2023	2,725	69,777	(26,972)	42,420	87,950	(436)	87,514
Loss for the year, representing total comprehensive expense for the year	-	-	-	(8,485)	(8,485)	-	(8,485)
Acquisition of minority interest	-	-	(3,652)	-	(3,652)	436	(3,216)
At 31 October 2024	2,725	69,777	(30,624)	33,935	75,813	-	75,813
At 1 November 2024	2,725	69,777	(30,624)	33,935	75,813	-	75,813
Profit for the year, representing total comprehensive income/(expense) for the year	-	-	-	35,939	35,939	(607)	35,332
Reclassification	-	-	10	-	10	-	10
Acquisition of subsidiary (Note 6)	-	-	-	-	-	13,230	13,230
At 31 October 2025	2,725	69,777	(30,614)	69,874	111,762	12,623	124,385

The accompanying accounting policies and explanatory notes form an integral part of the consolidated financial statements.

Consolidated Statement of Cash Flows

For the financial year ended 31 October 2025

	2025	2024
	\$'000	\$'000
Cash flows from operating activities		
Profit/(loss) before tax	37,768	(9,500)
Adjustments for:		
Depreciation of property, plant and equipment	4,638	1,887
Finance income	(894)	(877)
Finance expense	470	722
Gain on investment on marketable securities	(107)	(138)
Gain on disposal of property, plant and equipment	(3)	(102)
Gain on bargain purchase	(27,572)	–
Net unrealised foreign exchange loss	11	18
(Reversal of)/provision for onerous contract	(619)	667
Operating cash flows before changes in working capital	13,692	(7,323)
Changes in working capital:		
(Increase)/decrease in trade and retention receivables	(4,017)	7,149
Decrease/(increase) in other receivables, deposits and prepayments	3,757	(4,503)
(Increase)/decrease in contract assets and contract liabilities	(16,356)	22,781
Increase/(decrease) in trade and retention payables	35,708	(8,977)
Increase/(decrease) in other payables and accruals	6,637	(684)
Cash generated from operations	39,421	8,443
Interest received	894	877
Interest paid	(470)	(722)
Income tax paid	(384)	(1,192)
Net cash generated from operating activities	39,461	7,406
Cash flows from investing activities		
Proceeds from sale of property, plant and equipment	28	102
Purchase of property, plant and equipment	(2,268)	(1,816)
Acquisition of subsidiary	(3,298)	–
Decrease/(increase) in bank deposits	2,126	(74)
Net cash used in investing activities	(3,412)	(1,788)

Consolidated Statement of Cash Flows
For the financial year ended 31 October 2025

	2025	2024
	\$'000	\$'000
Cash flows from financing activities		
Repayment of principal portion of lease liabilities	(151)	(93)
Repayment of borrowings	(1,334)	(1,334)
Movement of amount due to non-controlling shareholders	865	(2,524)
Acquisition of non-controlling interests	-	(3,216)
Net cash used in financing activities	(620)	(7,167)
Net decrease in cash and cash equivalents	35,429	(1,549)
Effect of exchange rate changes on cash and cash equivalents	(11)	(18)
Cash and cash equivalents at 1 November	43,711	45,278
Cash and cash equivalents at 31 October	79,129	43,711

The accompanying accounting policies and explanatory notes form an integral part of the consolidated financial statements.

Notes to the Consolidated Financial Statements

For the financial year ended 31 October 2025

1. CORPORATE INFORMATION

HPC Holdings Limited (the “Company”) was incorporated in the Cayman Islands on 13 October 2016 as an exempted company with limited liability under the Companies Law of the Cayman Islands and is listed on the Main Board of The Stock Exchange of Hong Kong Limited (“SEHK”).

The Company’s registered office is located at Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman KY1-1111, Cayman Islands. The principal place of business of the Company is located at 7 Kung Chong Road, HPC BUILDING, Level 6, Singapore 159144.

The principal activity of the Company is that of investment holding. The principal activities of the subsidiaries are disclosed in Note 22 to the consolidated financial statements.

2. MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Basis of preparation

The consolidated financial statements have been prepared in accordance with IFRS Accounting Standards (“IFRS”) as issued by the International Accounting Standards Board.

The consolidated financial statements have been prepared on a historical cost convention, except as disclosed in the accounting policies and explanatory notes below. The consolidated financial statements are presented in the Company’s functional currency, Singapore Dollars (SGD or \$), and all values are rounded to the nearest thousand (\$’000), except when otherwise indicated.

2.2 New accounting standards effective on 1 November 2024

The accounting policies adopted are consistent with those of the previous financial year except that in the current year the Group has adopted all the new and revised standards that are effective for annual financial period beginning on or after 1 November 2024. The adoption of these standards did not have any material effect on the financial performance or position of the Group.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.3 Standards and amendments to IFRS issued but not yet effective

The Group has not adopted the following standards and amendments to IFRS applicable to the Group that have been issued but not yet effective:

Description	Effective for annual periods beginning on or after
IFRS 18: <i>Presentation and Disclosure in Financial Statements</i>	1 January 2027
IFRS 19: <i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027
Amendments to IAS 21: <i>Translation to a Hyperinflationary Presentation Currency</i>	1 January 2027
Annual improvement project: <i>Annual Improvements to IFRS Accounting Standards – Volume 11</i>	1 January 2026
Amendments to IFRS 9 and IFRS 7: <i>Amendments to the Classification and Measurement of Financial Instruments</i>	1 January 2026
Amendments to IFRS 9 and IFRS 7: <i>Contracts Referencing Nature – dependent Electricity</i>	1 January 2026
Amendments to IAS 21: <i>Lack of Exchangeability</i>	1 January 2025
Amendments to IFRS 10 and IAS 28: <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Available for optional adoption/effective date deferred indefinitely

IFRS 18 “Presentation and Disclosure in Financial Statements”

IFRS 18 will replace IAS 1 Presentation of financial statements, introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though IFRS 18 will not impact the recognition or measurement of items in the financial statements, its impacts on presentation and disclosure are expected to be pervasive, in particular those related to the statement of financial performance and providing management-defined performance measures within the financial statements.

The directors are currently assessing the detailed implications of applying the new standard on the group’s consolidated financial statements. From the high-level preliminary assessment performed, the following potential impacts have been identified:

- Although the adoption of IFRS 18 will have no impact on the Group’s net profit, the Group expects that grouping items of income and expenses in the statement of profit or loss into the new categories will impact how operating profit is calculated and reported.
- The line items presented on the primary financial statements might change as a result of the application of the concept of ‘useful structured summary’ and the enhanced principles on aggregation and disaggregation.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.3 Standards and amendments to IFRS issued but not yet effective (Continued)

IFRS 18 “Presentation and Disclosure in Financial Statements” (Continued)

- The Group does not expect there to be a significant change in the information that is currently disclosed in the notes because the requirement to disclose material information remains unchanged; however, the way in which the information is grouped might change as a result of the aggregation/disaggregation principles. In addition, there will be significant new disclosures required for:
 - management-defined performance measures;
 - a break-down of the nature of expenses for line items presented by function in the operating category of the statement of profit or loss – this break-down is only required for certain nature expenses; and
 - for the first annual period of application of IFRS 18, a reconciliation for each line item in the statement of profit or loss between the restated amounts presented by applying IFRS 18 and the amounts previously presented applying IAS 1.

The Group will apply the new standard from its mandatory effective date of 1 January 2027. Retrospective application is required. The Group is currently analysing the new requirements and assessing the impact of IFRS 18 on the presentation and disclosure of the Group’s financial statements.

Except for the new IFRS mentioned above, the directors expect that the adoption of the new standards and amendments to IFRS above will have no material impact on the consolidated financial statements in the year of initial application.

2.4 Basis of consolidation and business combinations

(a) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the end of the reporting period. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied to like transactions and events in similar circumstances.

All intra-group balances, income and expenses and unrealised gains and losses resulting from intra-group transactions and dividends are eliminated in full.

Subsidiaries are consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Losses within a subsidiary are attributed to the non-controlling interest even if that results in a deficit balance.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.4 Basis of consolidation and business combinations (Continued)

(b) *Business combinations and goodwill*

Business combinations are accounted for by applying the acquisition method. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Acquisition-related costs are recognised as expenses in the periods in which the costs are incurred and the services are received.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset or liability, will be recognised in profit or loss.

Non-controlling interests in the acquiree, that are present ownership interests and entitle their holders to a proportionate share of net assets of the acquiree, are recognised on the acquisition date at either fair value, or at the non-controlling interests' proportionate share of the acquiree's identifiable net assets.

Any excess of the sum of the fair value of the consideration transferred in the business combination, the amount of non-controlling interests in the acquiree (if any), and the fair value of the Group's previously held equity interest in the acquiree (if any), over the net fair value of the acquiree's identifiable assets and liabilities is recorded as goodwill. In instances where the latter amount exceeds the former, the excess is recognised as gain on bargain purchase in profit or loss on the acquisition date.

Goodwill is initially measured at cost. Following initial recognition, goodwill is measured at cost less any accumulated impairment loss.

For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to the Group's cash-generating units that are expected to benefit from the synergies of the combination.

The cash-generating units to which goodwill have been allocated is tested for impairment annually and whenever there is an indication that the cash-generating unit may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of cash-generating unit (or group of cash-generating units) to which the goodwill relates.

2.5 Transactions with non-controlling interests

Non-controlling interest represents the equity in a subsidiary not attributable, directly or indirectly, to owners of the Company.

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

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.6 Foreign currency

The consolidated financial statements are presented in SGD, which is also the Company's functional currency. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

Transactions and balances

Transactions in foreign currencies are measured in the respective functional currencies of the Company and its subsidiaries and are recorded on initial recognition in the functional currencies at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the end of the reporting period.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the end of the reporting period are recognised in profit or loss.

2.7 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. Subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is computed on a straight-line basis over the estimated useful lives of the assets as follows:

Leasehold land and building	–	Remaining lease term
Leasehold improvements	–	3 years
Computers	–	3 years
Plant and equipment	–	3 years
Furniture and fittings	–	3 years
Motor vehicles	–	3 to 10 years

Leasehold building under construction is not depreciated as this asset is not yet available for use.

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

The residual value, useful life and depreciation method are reviewed at each financial year-end, and adjusted prospectively, if appropriate.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.8 Leases

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

As lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Motor vehicles	–	3 to 10 years
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If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed in Note 2.9. The Group's right-of-use assets are presented within property, plant and equipment in Note 12.

Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. 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, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.8 Leases (Continued)

As lessee (Continued)

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of office rental (i.e., those leases 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 lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

As a lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income.

2.9 Impairment of non-financial assets

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when an annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's ("CGU") fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Impairment losses are recognised in profit or loss. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss. Impairment losses relating to goodwill cannot be reversed in future period.

2.10 Subsidiaries

A subsidiary is an investee that is controlled by the Group. The Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

The Company's investment in subsidiaries is accounted for at cost less accumulated impairment losses.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.11 Financial instruments

(a) **Financial assets**

Initial recognition and measurement

Financial assets are recognised when, and only when, the entity becomes party to the contractual provisions of the instruments.

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

Trade receivables are measured at the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

Subsequent measurement

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the contractual cash flow characteristics of the asset. The Group only has debt instruments at amortised cost.

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the assets are derecognised or impaired, and through the amortisation process.

Investment in equity instruments

On initial recognition of an investment in equity instrument that is not held for trading, the Group may irrevocably elect to present subsequent changes in fair value in OCI. Dividends from such investments are to be recognised in profit or loss when the Group's right to receive payments is established. For investments in equity instruments which the Group has not elected to present subsequent changes in fair value in OCI, changes in fair value are recognised in profit or loss.

De-recognition

A financial asset is de-recognised where the contractual right to receive cash flows from the asset has expired. On de-recognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income for debt instruments is recognised in profit or loss.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.11 Financial instruments (Continued)

(b) **Financial liabilities**

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus in the case of financial instruments not at fair value through profit or loss, directly attributable transaction costs.

Subsequent measurement

After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are de-recognised, and through the amortisation process.

De-recognition

A financial liability is de-recognised when the obligation under the liability is discharged or cancelled or expires. On de-recognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

2.12 Cash and cash equivalents

Cash and cash equivalents consist of cash at banks and on hand, bank deposits and short-term highly liquid investments that are readily convertible to known amount of cash which are subjected to an insignificant risk of changes in value.

2.13 Impairment of financial assets

The Group recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss and financial guarantee contracts. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.13 Impairment of financial assets (Continued)

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment which could affect debtors' ability to pay.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2.14 Provisions

General

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

Onerous contract

If the Group has a contract that is onerous, the present obligation under the contract is recognised and measured as a provision. However, before a separate provision for an onerous contract is established, the Group recognises any impairment loss that has occurred on assets dedicated to that contract.

An onerous contract is a contract under which the unavoidable costs (i.e., the costs that the Group cannot avoid because it has the contract) of meeting the obligations under the contract exceed the economic benefits expected to be received under it. The unavoidable costs under a contract reflect the least net cost of exiting from the contract, which is the lower of the cost of fulfilling it and any compensation or penalties arising from failure to fulfil it.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.15 Government grants

Government grants are recognised when there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. When the grant relates to an asset, the fair value is recognised as deferred capital grant on the balance sheet and is amortised to profit or loss over the expected useful life of the relevant asset by equal annual instalments.

Government grant shall be recognised in profit or loss on a systematic basis over the periods in which the entity recognises as expenses the related costs for which the grants are intended to compensate. Grants related to income is presented as a credit in profit or loss under "Other income".

2.16 Employee benefits

Defined contribution plan

The Group participate in the national pension schemes as defines by the laws of the countries in which it has operations. In particular, the Singapore companies in the Group make contributions to the Central Provident Fund Scheme in Singapore, a defined contribution pension scheme. Contribution to define contribution pension scheme are recognised as an expense in the period in which the related service is performed.

2.17 Revenue

Revenue is measured based on the consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Group satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

(a) *Revenue from construction contracts*

The Group is involved in construction projects. The Group's construction contracts are accounted for as a single deliverable (i.e. performance obligation). Revenue is recognised when the Group satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. The asset that is being constructed has no alternative use for the Group due to contractual restrictions and the Group has enforceable rights to payment arising from the contractual terms.

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

Contract revenue is recognised over time by reference to the Group's progress towards completing the performance obligation in the contract. The measure of progress is determined based on the costs incurred to date as a proportion of the estimated total construction and other costs to be incurred.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.17 Revenue (Continued)

(a) **Revenue from construction contracts (Continued)**

Costs incurred that are not related to the contract or that do not contribute towards satisfying a performance obligation are excluded from the measure of progress.

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

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

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

Progress billings to the customers are typically triggered upon certification by external specialists. A contract asset is recognised when the Group has performed under the contract but has not yet billed the customer. Conversely, a contract liability is recognised when the Company has not yet performed under the contract but has received advanced payments from the customer. Contract assets are transferred to receivables when the rights to consideration become unconditional. Contract liabilities are recognised as revenue as the Group performs under the contract.

Contract modifications

The Group accounts for contract modifications arising from change orders to modify the scope or price of the contract as separate contracts if the modification adds distinct goods or services at their standalone selling prices. For contract modifications that add distinct goods or services but not at their standalone selling prices, the Group combines the remaining consideration in the original contract with the consideration promised in the modification to create a new transaction price that is then allocated to all remaining performance obligations. For contract modifications that do not add distinct goods or services, the Group accounts for the modification as continuation of the original contract and is recognised as a cumulative adjustment to revenue at the date of modification.

(b) **Interest income**

Interest income is recognised using the effective interest method.

(c) **Rental income**

Rental income from operating leases (net of any incentives given to the lessees) is recognised on a straight-line basis over the lease term. The aggregate costs of incentive provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.18 Taxes

(a) **Current income tax**

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the end of the reporting period, in the countries where the Group operates and generates taxable income.

Current income taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

(b) **Deferred tax**

Deferred tax is provided using the liability method on temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all temporary differences, except:

- Where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- In respect of taxable temporary differences associated with investments in subsidiaries, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised except:

- Where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- In respect of deductible temporary differences associated with investments in subsidiaries, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.18 Taxes (Continued)

(b) *Deferred tax (Continued)*

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 profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at the end of each reporting period and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

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

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

(c) *Sales tax*

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

- Where the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the sales tax is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- Receivables and payables that are stated with the amount of sales tax included.

2.19 Borrowing costs

Borrowing costs are capitalised as part of the cost of a qualifying asset if they are directly attributable to the acquisition, construction or production of that asset. Capitalisation of borrowing costs commences when the activities to prepare the asset for its intended use or sale are in progress and the expenditures and borrowing costs are incurred. Borrowing costs are capitalised until the assets are substantially completed for their intended use or sale. All other borrowing costs are expensed in the period they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

2.20 Share capital and share issuance expenses

Proceeds from issuance of ordinary shares are recognised as share capital in equity. Incremental costs directly attributable to the issuance of ordinary shares are deducted against share capital.

2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

2.21 Dividends distribution

Dividends distribution to the Company's shareholders is recognised as a liability in the Group's and the Company's financial statements in the period in which dividends are approved by the Company's directors.

2.22 Contingencies

A contingent liability is:

- (a) a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group; or
- (b) a present obligation that arises from past events but is not recognised because:
 - (i) it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - (ii) the amount of the obligation cannot be measured with sufficient reliability.

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

Contingent liabilities and assets are not recognised on balance sheet of the Group, except for contingent liabilities assumed in a business combination that are present obligations and which the fair values can be reliably determined.

2.23 Segment reporting

For management purposes, the Group is organised into operating segments based on their products and services which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge. The segment managers report directly to the management of the Company who regularly reviews the segment results in order to allocate resources to the segments and to assess the segment performance. Additional disclosures on each of these segments are shown in Note 4, including the factors used to identify the reportable segments and the measurement basis of segment information.

3. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the balance sheet date. Uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future periods.

3.1 Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period are discussed below. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Construction contracts

Significant assumptions are used to estimate the total contract costs and the recoverable variation works that affect the stage of completion and the contract revenue respectively. In making these estimates, management has relied on past experience and the work of project managers and surveyors.

If the revenue on uncompleted contracts as at 31 October 2025 had been higher/lower by 5% from management's estimates, the Group's net profit after tax would have been higher/lower by \$12,990,000 (2024: loss after tax would have been lower/higher by \$16,624,000).

If the budgeted contract costs of uncompleted contracts as at 31 October 2025 had been higher/lower by 5% from management's estimates, the Group's net profit after tax would have been lower/higher by \$18,617,000 (2024: loss after tax would be higher/lower by \$31,927,000).

Expected credit losses of trade receivables and contract assets

The Group uses a provision matrix to calculate ECLs for trade receivables and contract assets. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns.

The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust historical credit loss experience with forward-looking information. At every reporting date, historical default rates are updated and changes in the forward-looking estimates are analysed.

The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions and hence, ECLs is a significant estimate. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Group's trade receivables and contract assets is disclosed in Note 13 and Note 16.

The carrying amount of trade receivables and contract assets as at 31 October 2025 are \$37,393,000 and \$56,556,000 (2024: \$27,540,000 and \$31,411,000).

3. SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS (CONTINUED)

3.2 Significant Judgement

Partial own-used property

During the year ended 31 October 2023, the Group completed its building situated at 7 Kung Chong Road. A significant portion of the building was used in the production or supply of goods or services or for administrative purposes. Additionally, the portion of the building held to earn rentals or for capital appreciation cannot be sold separately (or leased out separately under a finance lease). In accordance with IAS 40, the Group does not account for the portion leased out separately and the whole building is classified as property, plant and equipment.

4. SEGMENT INFORMATION

The executive directors of the Group are the Group's chief operating decision-makers. Management has determined the operating segments based on the reports reviewed by the executive directors that are used to make strategic decisions, allocate resources and assess performance. The executive directors consider the business from operating segment perspective.

The Group is organised into two reportable segments, namely:

- (a) General building construction: Relates to the design and build projects of warehouses and other industrial or commercial buildings; and
- (b) Civil engineering: Relates to the construction of public infrastructures such as train stations, tunnel, railway and express way.

Information regarding the results of each reportable segment is included below. Performance is measured based on segment gross profit or loss, as included in the internal management reports that are reviewed by the Group's executive directors. Segment gross profit or loss is used to measure performance as management believes that such information is the most relevant in evaluating the results of segments relative to other entities that operate within these industries.

Allocation basis and transfer pricing

Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with third parties. There are no transfers between operating segments included in segment revenue, expenses and results.

Capital expenditure comprises additions to property, plant and equipment. Group financing (including finance costs), and income taxes are managed on a group basis and are not allocated to operating segments.

4. SEGMENT INFORMATION (CONTINUED)

The segment information provided to the Group's executive director for the reportable segments for the year ended 31 October 2025 and 2024 are as follows:

	General building construction \$'000	Civil engineering \$'000	Total \$'000
2025			
Total segment revenue to external customers	272,945	10,224	283,169
Gross profit	20,077	501	20,578
Segment assets	88,424	5,525	93,949
Segment liabilities	100,824	3,754	104,578
2024			
Total segment revenue to external customers	157,845	11,927	169,772
Gross (loss)/profit	(5,387)	373	(5,014)
Segment assets	60,478	4,309	64,787
Segment liabilities	57,857	2,843	60,700

4. SEGMENT INFORMATION (CONTINUED)

Reconciliations

(i) Segment profits

A reconciliation of gross profit/(loss) to profit/(loss) before tax is as follows:

	2025 \$'000	2024 \$'000
Gross profit/(loss) for reportable segments	20,578	(5,014)
Other operating income and expenses	3,556	3,104
Other gains, net	27,665	222
Administrative expenses	(14,455)	(7,967)
Finance income	894	877
Finance costs	(470)	(722)
Profit/(loss) before tax	37,768	(9,500)

(ii) Segment assets

The amounts reported to the executive directors with respect to total assets are measured in a manner consistent with that of the consolidated financial statements. Segment assets exclude unallocated head office assets as these assets are managed on a group basis.

Segment assets are reconciled to total assets as follows:

	2025 \$'000	2024 \$'000
Segment assets for reportable segments	93,949	64,787
Unallocated:		
Property, plant and equipment	75,733	34,028
Deferred tax assets	4,256	5,979
Investment in marketable securities	1,082	975
Other receivables, deposits and prepayments	3,049	6,796
Cash and cash equivalents	79,129	45,837
	257,198	158,402

4. SEGMENT INFORMATION (CONTINUED)

Reconciliations (Continued)

(iii) Segment liabilities

The amounts reported to the executive directors with respect to total liabilities are measured in a manner consistent with that of the consolidated financial statements. Segment liabilities exclude unallocated head office liabilities as these liabilities are managed on a group basis.

Segment liabilities are reconciled to total liabilities as follows:

	2025	2024
	\$'000	\$'000
Segment liabilities for reportable segments	104,578	60,700
Unallocated:		
Lease liabilities	–	151
Other payables and accruals	14,177	6,675
Borrowings	13,040	14,374
Income tax payable	1,018	689
	132,813	82,589

All of the Group's activities are carried out in Singapore and all of the Group's assets are located in Singapore. Accordingly, no analysis by geographical basis is presented.

Revenues derived from external customers which amount to 10 percent or more of the Group's revenues are as follows:

	2025	2024
	\$'000	\$'000
Customer A	53,369	42,365
Customer B	28,175	24,880
Customer C	–	23,614
Customer D	–	22,872

These revenues are attributable to the general building construction segment.

5. REVENUE

	2025 \$'000	2024 \$'000
Revenue from contracts with customers		
Construction contract revenue	283,169	169,772

Revenue from contracts with customers are derived from Singapore and are recognised over time.

Disaggregation of revenue

	2025 \$'000	2024 \$'000
<i>By project sector</i>		
Public sector	72,792	56,156
Private sector	210,377	113,616
	283,169	169,772

6. OTHER OPERATING INCOME AND EXPENSES

	2025 \$'000	2024 \$'000
Government grants (Note (i))	62	86
Sales of scrap materials	142	413
Rental income from partial own used property classified as property, plant and equipment	1,556	632
Others	1,796	1,973
Other operating income and expenses	3,556	3,104
Net foreign exchange loss	(17)	(18)
Gain on disposal of property, plant and equipment	3	102
Fair value gain on investment in marketable securities	107	138
Gain on bargain purchase (Note (ii))	27,572	–
Other gains, net	27,665	222

Notes:

- (i) Government grants were received by certain subsidiaries in connection with paid leave schemes for employment of Singaporean workers, Wage Credit Scheme offered by the Inland Revenue Authority of Singapore, and Special Employment Credit offered by the Ministry of Manpower. There were no unfulfilled conditions or contingencies relating to these grants.

6. OTHER OPERATING INCOME AND EXPENSES (CONTINUED)

Notes: (Continued)

(ii) Gain on bargain purchase

On 31 May 2024, Apollo Aquaculture Group Private Limited ("Apollo Aquaculture"), HPC Builders Pte. Ltd ("HPC Builders"), an indirect wholly-owned subsidiary of the Company, and Aquachamp Pte. Ltd. ("Aquachamp") entered into the sales and purchase agreement ("Agreement"), pursuant to which, among others, Apollo Aquaculture has conditionally agreed to sell, and HPC Builders and Aquachamp have conditionally agreed to purchase 70% and 30% of the entire equity interest in Apollo Aquarium (now known as "Fishbox Pte. Ltd."), respectively. The transaction was completed on 11 February 2025.

The total consideration for 70% of the interest in Apollo Aquarium in the sum of not more than \$3,500,000, comprises the cash consideration of \$2,450,000 and the reinstatement costs in the sum of not more than \$1,050,000.

The acquisition offers the Group a good opportunity to invest in Singapore's aquaculture industry. The acquisition has been accounted for as acquisition of business using the acquisition method.

The purchase price has been preliminarily allocated based on the estimated fair value of net assets acquired and liabilities assumed at the date of the acquisition. The preliminary purchase price allocation is subject to further refinement and may require adjustments to arrive at the final purchase price allocation. These adjustments will primarily relate to fair value of the tangible assets and income tax-related items.

The directors have performed an assessment of the fair value of the identified assets and liabilities as at acquisition date. The purchase price allocation was carried out by an independent qualified professional valuer, Premas Valuers & Property Consultants Pte Ltd (the "Valuer").

The identifiable tangible asset is a multi-tier fish farming building in Singapore. It is valued as \$44,100,000. The Valuer has primarily applied direct comparison method in valuing the fish farming building.

Direct comparison method is a comparison made with transactions of similar properties in the subject or comparable localities. Adjustments were made for differences in location, tenure, zoning, age, land and floor areas, property type, design, layout, condition and standard of finishes.

The valuation techniques are summarised in the below table with significant unobservable inputs.

Valuation techniques	Significant unobservable inputs	Range of unobservable inputs	Relationship of unobservable inputs to fair value
Direct comparison	Market price on land (\$/square feet)	\$129-\$391	The higher the adjusted market price, the higher the fair value.
	Level adjustment	-50% to -76%	The lower the level adjustment, the higher the fair value.

6. OTHER OPERATING INCOME AND EXPENSES (CONTINUED)

Notes: (Continued)

(ii) Gain on bargain purchase (Continued)

Recognised amounts of identifiable assets acquired and liabilities assumed	At Fair Value
Property, plant and equipment	44,100
Total Assets:	44,100
Total Identifiable Net Asset	44,100
Consideration transferred for the business – cash paid	3,298
Plus: non-controlling interests	13,230
Total transferred consideration	16,528
Less: fair value of net assets acquired	(44,100)
Gain on bargain purchase	(27,572)

Acquisition-related costs, which were immaterial, have been excluded from the consideration transferred and have been recognised as an expense in the current year, within the administrative expenses in the consolidated statement of comprehensive income.

None of the fair value adjustment arising on the acquisition is expected to be deductible for tax purposes, as in Singapore, capital expenditure incurred on land and buildings is not eligible for any allowance for tax purposes.

The gain on bargain purchase of \$27,572,000 is recognised in current year, with the other gains, net in the consolidated statement of comprehensive income. The gain arose as a result of the Group negotiating a good price when acquiring Apollo Aquarium, due to the prior owners not being able to profitably operate a business of this nature. This led to a negotiation during which the Group was able to agree a cash consideration that was below the assessed fair value of the assets and liabilities acquired.

Since the acquisition date, Apollo Aquarium has contributed nil to the Group's revenue and a loss of \$2,563,000 to the overall result of the Group for the year ended 31 October 2025. The directors are of the opinion that there is no significant changes to the Group's revenue or profit for the year ended 31 October 2025 had the acquisition been completed on 1 November 2024.

7. FINANCE INCOME AND COSTS

	2025	2024
	\$'000	\$'000
Finance income: Bank interest	894	877
Finance costs:		
Interest expense on:		
– Borrowings	(470)	(707)
– Lease liabilities	–	(15)
Total finance costs	(470)	(722)

8. PROFIT/(LOSS) BEFORE TAX

The following items have been included in arriving at profit/(loss) before tax:

	2025 \$'000	2024 \$'000
Auditors' remuneration:		
– audit services	150	150
– non-audit services	10	–
Employee compensation (Note 9)	35,025	30,268
Depreciation of property, plant and equipment	4,638	1,887
Operating lease rentals	6	3
Professional fees	300	557
(Reversal of)/provision for onerous contract	(619)	667
Other expenses	1,036	1,003

9. EMPLOYEE COMPENSATION

	2025 \$'000	2024 \$'000
Wages and salaries (including directors' emoluments)	33,759	29,009
Defined contribution plans	1,266	1,259
	35,025	30,268

Five highest paid individuals

For the years ended 31 October 2025 and 2024, the five individuals whose emoluments were the highest in the Group include 2 (2024: 2) directors, whose emoluments are reflected in the analysis in Note 27. The emoluments paid/payable to the remaining individuals, during the years ended 31 October 2025 and 2024 are as follows:

	2025 \$'000	2024 \$'000
Wages and salaries	488	486
Bonuses	116	116
Defined contribution plans	58	46
	662	648

The emoluments of the remaining individuals fell within the following bands:

	2025	2024
Number of individuals		
Emolument band		
Nil to HK\$1,000,000 (\$179,333)	–	–
HK\$1,000,001 (\$179,333) to HK\$2,000,000 (\$358,667)	3	3

10. INCOME TAX EXPENSE/(CREDIT)

Pursuant to the rules and regulations of the Cayman Islands and the British Virgin Islands (the “BVI”), the Group is exempted from any income tax in the Cayman Islands and the BVI.

Singapore income tax has been provided at the rate of 17% on the estimated assessable profits.

(a) Major components of income tax expense/(credit)

The major components of income tax expense/(credit) for the years ended 31 October 2025 and 2024 are:

	2025 \$'000	2024 \$'000
<i>Current income tax</i>		
Current income tax	758	652
Over provision in respect of previous years	(45)	(16)
<i>Deferred income tax</i>		
Origination and reversal of temporary difference	1,555	(1,651)
Under provision in respect of prior year	168	–
Income tax expense/(credit) recognised in profit or loss	2,436	(1,015)

(b) Relationship between tax expense/(credit) and accounting profit/(loss)

A reconciliation between tax expense/(credit) expense and the product of accounting profit/(loss) multiplied by the applicable corporate tax rate for the years ended 31 October 2025 and 2024 are as follows:

	2025 \$'000	2024 \$'000
Profit/(loss) before tax	37,768	(9,500)
Tax at applicable corporate tax rate of 17% (2023: 17%)	6,421	(1,615)
<i>Adjustments:</i>		
– Non-deductible expenses	1,060	656
– Income not subjected to tax	4,983	(18)
– Over provision in respect of previous years	(45)	(16)
– Effect of partial tax exemption	(35)	(35)
– Deferred tax not recognised/(over recognised)	18	–
– Others	–	13
Income tax expense/(credit) recognised in profit or loss	2,436	(1,015)

At the end of the reporting period, the Group has utilised prior year tax losses of \$9,114,000 (2024: \$8,827,000) available for offset against current year profits. A deferred tax asset of \$940,000 (2024: \$1,500,000) has been recognised in respect of such tax losses. The use of these tax losses is subject to the agreement of the tax authorities and compliance with certain provision of the tax legislation of the country in which the company operate.

10. INCOME TAX EXPENSE/(CREDIT) (CONTINUED)

(c) Deferred tax assets

The analysis of deferred tax assets is as follows:

	2025	2024
	\$'000	\$'000
Deferred tax assets		
At beginning of the financial year	5,979	4,328
(Charged)/credited to profit or loss	(1,723)	1,651
At end of the financial year	4,256	5,979

The deferred tax assets of approximately \$3,310,000 (2024: \$3,415,000), approximately nil (2024: \$1,000,000) and approximately \$940,000 (2024: \$1,500,000) were mainly recognised on the provision for onerous contract, allowance for expected credit loss of trade receivables and losses available for offsetting against future taxable income.

11. EARNINGS/(LOSS) PER SHARE

Basic earnings/(loss) per share amounts are calculated by dividing the profit/(loss) for the year attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the year.

Diluted earnings/(loss) per share is calculated by adjusting the weighted average number of ordinary shares outstanding to assume conversion of all dilutive potential ordinary shares. The diluted earnings/(loss) per share are the same as the basic earnings/(loss) per share as there are no dilutive potential ordinary shares.

	2025	2024
	\$'000	\$'000
Profit/(loss) for the year attributable to owners of the Company	35,939	(8,485)
	2025	2024
Weighted average number of ordinary shares in issue applicable to basic and diluted earnings/(loss) per share (in thousands)	1,600,000	1,600,000
Basic and diluted earnings/(loss) per share (cents)	2.25	(0.53)

12. PROPERTY, PLANT AND EQUIPMENT

	Computers \$'000	Furniture and fittings \$'000	Motor vehicles \$'000	Plant and equipment \$'000	Leasehold improvements \$'000	Leasehold land and building under construction \$'000	Leasehold land and building \$'000	Total \$'000
Cost:								
At 31 October 2023 and 1 November 2023								
1 November 2023	1,284	1,440	2,179	2,288	60	5,852	28,566	41,669
Additions	138	844	117	257	2	458	-	1,816
Disposals	-	-	(118)	-	-	-	-	(118)
Transfer to leasehold land and building upon completion	-	-	-	-	-	(5,797)	5,797	-
At 31 October 2024 and 1 November 2024								
1 November 2024	1,422	2,284	2,178	2,545	62	513	34,363	43,367
Additions	375	1,261	-	408	-	-	224	2,268
Acquired through acquisition of subsidiary (Note 6)	-	-	-	-	-	-	44,100	44,100
Disposals	-	-	(104)	(9)	-	-	-	(113)
Transfer to leasehold land and building upon completion	-	-	-	-	-	(513)	513	-
At 31 October 2025	1,797	3,545	2,074	2,944	62	-	79,200	89,622
Accumulated depreciation:								
At 31 October 2023 and 1 November 2023								
1 November 2023	1,214	990	1,460	2,253	60	48	1,545	7,570
Depreciation for the year	77	469	155	64	1	-	1,121	1,887
Disposals	-	-	(118)	-	-	-	-	(118)
Transfer to leasehold land and building upon completion	-	-	-	-	-	(48)	48	-
At 31 October 2024 and 1 November 2024								
1 November 2024	1,291	1,459	1,497	2,317	61	-	2,714	9,339
Depreciation for the year	120	561	154	152	1	-	3,650	4,638
Disposals	-	-	(78)	(10)	-	-	-	(88)
At 31 October 2025	1,411	2,020	1,573	2,459	62	-	6,364	13,889
Net carrying amount:								
At 31 October 2024	131	825	681	228	1	513	31,649	34,028
At 31 October 2025	386	1,525	501	485	-	-	72,836	75,733

12. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Assets pledged as security

The Group's leasehold land and leasehold building at 7 Kung Chong Road with a carrying amount of \$23,605,000 (2024: \$24,395,000) are mortgaged to secure the Group's bank loan (Note 21).

13. TRADE AND RETENTION RECEIVABLES

	2025 \$'000	2024 \$'000
Trade receivables*	37,393	52,801
Less: Allowance for expected credit losses	–	(19,425)
	37,393	33,376

* Included in trade receivables is retention receivables of \$651,000 and \$8,821,800 as at 31 October 2025 and 2024 respectively. Retention receivables will be settled in accordance with the terms of the respective contracts. The terms and conditions in relation to the release of retention sums vary from contract to contract and are subject to practical completion, the expiry of the defect liability period or a pre-agreed time period. Retention receivables classified as trade receivables decreased because less projects had obtained the final payment certification during the year ended 31 October 2025.

The carrying amounts of current trade receivables approximate their fair values.

Trade receivables

Trade receivables are non-interest bearing and are generally on 35 days' terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

The ageing analysis of the trade receivables, based on invoice date, is as follows:

	2025 \$'000	2024 \$'000
– Less than 3 months	32,924	18,647
– 3 to 6 months	703	3,764
– Over 6 months to one year	944	595
– More than 1 year	2,171	1,549
	36,742	24,555
Current retention receivables:	651	2,985
Total trade receivables:	37,393	27,540
Non-current retention receivables:	–	5,836
	37,393	33,376

Receivables that were past due but not impaired relate to a number of customers that have a good track record with the Group, management believes that no impairment allowance is necessary in respect of these balances as there has not been a significant change in credit quality and the balances are considered fully recoverable. The Group did not hold any collateral over these balances.

13. TRADE AND RETENTION RECEIVABLES (CONTINUED)

Trade receivables that are past due but not impaired

The Group has trade receivables amounting to \$8,341,000 (2024: \$11,068,000) as at 31 October 2025 that are past due at the end of the reporting period but not impaired. These receivables are unsecured and the analysis of their ageing at the end of the reporting period are as follows:

	2025 \$'000	2024 \$'000
Trade receivables past due but not impaired:		
– Past due less than 3 months	4,801	2,966
– Past due 3 to 6 months	443	2,995
– Past due more than 6 months to 1 year	976	595
– Past due more than 1 year	2,121	4,512
	8,341	11,068

Expected credit losses

The movement in allowance for expected credit losses of trade receivables and contract assets computed based on lifetime expected credit loss are as follows:

	Trade receivables \$'000	Contract assets \$'000	Total \$'000
Movement in allowance accounts:			
At 1 November 2024	19,425	–	19,425
Charge for the year	–	–	–
At 31 October 2024 and 1 November 2024	19,425	–	19,425
Written off	(19,425)	–	(19,425)
Balance as at 31 October 2025	–	–	–

13. TRADE AND RETENTION RECEIVABLES (CONTINUED)

Expected credit losses (Continued)

Set out below is the information about the credit risk exposure of the Group's trade receivables and contract assets using a provision matrix:

2025

	Non credit- impaired \$'000	Credit- impaired \$'000	Total \$'000
Gross carrying amount	93,949	–	93,949
Expected credit losses	–	–	–
Expected credit loss rate	0%	–	0%

2024

	Non credit- impaired \$'000	Credit- impaired \$'000	Total \$'000
Gross carrying amount	64,787	19,425	84,212
Expected credit losses	–	(19,425)	(19,425)
Expected credit loss rate	0%	100%	23%

14. OTHER RECEIVABLES, DEPOSITS AND PREPAYMENTS

	2025 \$'000	2024 \$'000
Deposits	1,421	4,775
Prepayments	202	280
Other receivables		
– Related parties	–	91
– Non-related parties	1,426	1,650
	3,049	6,796

Deposits include deposits paid in respect of tenders as well as those in connection with professional services and construction projects. Prepayments mostly relate to workers accommodation.

Other receivables mainly consist of short-term loan receivable, and relate to employee loans, our employee loans which are interest free are approved by directors. The loans are only granted to employees who have worked for more than 5 years, have good performance record and are willing to maintain a long working relationship with the Group.

15. INVESTMENT IN MARKETABLE SECURITIES

The investment in marketable securities, which are made up of investments in listed equity shares, is measured at fair value through profit or loss. Fair values of these equity shares are determined by reference to published price quotations in an active market.

16. CONTRACT ASSETS/LIABILITIES

Information about contract assets and contract liabilities from contracts with customers are disclosed as follows:

	31 October 2025 \$'000	31 October 2024 \$'000	1 November 2023 \$'000
<i>Construction contracts:</i>			
Trade and retention receivables	37,393	33,376	40,525
Contract assets	56,556	31,411	50,607
Contract liabilities	17,288	8,499	4,914

Contract assets primarily relates to the Group's right to consideration for work completed but not yet billed at reporting date arising from construction contracts. Contract assets are transferred to receivables when the rights become unconditional.

Included within contract assets is an amount of \$40,890,000 (2024: \$26,234,000) which relate to amounts withheld (up to 5% of the contract sum) under contractual terms from amount receivables from customers as the construction work progresses. The monies are generally released from the customers upon the certification of completion of work and/or finalisation of contract accounts, which is typically 12 to 18 months after the physical completion of the project. As these amounts are expected to be realised in the normal operating cycle, they are classified as current assets.

Contract liabilities primarily relate to the Group's obligation to transfer goods or services to customers for which the Group has received advances from customers from construction contracts. Contract liabilities are recognised as revenue as the Group performs under the contract.

16. CONTRACT ASSETS/LIABILITIES (CONTINUED)

(i) Significant changes in contract assets are explained as follows:

	2025	2024
	\$'000	\$'000
Contract assets reclassified to receivables	(19,228)	(33,537)
Right to consideration for work completed but not yet billed	44,373	14,341

(ii) Significant changes in contract liabilities are explained as follows:

	2025	2024
	\$'000	\$'000
Revenue recognised that was included in the contract liability balance at the beginning of the year	5,534	2,303
Advance received from customers	(14,323)	(5,888)

(iii) Unsatisfied performance obligations

	2025	2024
	\$'000	\$'000
<i>Aggregate amount of transaction price allocated to contracts that are partially or fully unsatisfied as at 31 October</i>		
Construction contracts		
Within one year	341,129	247,449
More than one year	979,292	448,300
	1,320,421	695,749

The amount disclosed above does not include variable consideration which is subject to significant risk of reversal.

17. CASH AND CASH EQUIVALENTS AND BANK DEPOSITS

	2025 \$'000	2024 \$'000
Cash at banks	48,954	23,016
Short-term bank deposits	30,175	20,695
Cash and cash equivalents in the consolidated statement of cash flows	79,129	43,711
Bank deposits	–	2,126
	79,129	45,837

The carrying amounts of cash and cash equivalents denominated in United States Dollars and Hong Kong Dollars amounted to \$320,000 (2024: \$380,000) and \$251,000 (2024: \$144,000), respectively. The remaining balances are denominated in Singapore Dollars.

Cash at banks earns interest at floating rates based on daily bank deposit rates. Short-term deposits are made for varying periods of not more than three months depending on the immediate cash requirement of the Group and earn interests at respective short-term deposit rates.

18. TRADE AND RETENTION PAYABLES, OTHER PAYABLES AND ACCRUALS

	2025 \$'000	2024 \$'000
Current		
Trade payables	31,343	15,514
Retention payables	20,262	18,726
Accrued construction costs	26,400	9,820
Total trade and retention payables	78,005	44,060
Deposits	428	207
Accrued expenses	6,359	2,205
Goods and services tax payables	2,113	1,121
Other payables	4,412	3,142
Total other payables and accruals	13,312	6,675
Non-current		
Retention payables	3,353	1,590
Amount due to non-controlling Shareholders	865	–

The carrying amounts of current trade, retention and other payables approximate their fair values.

18. TRADE AND RETENTION PAYABLES, OTHER PAYABLES AND ACCRUALS (CONTINUED)

Amount due to non-controlling Shareholders

The non-current portion pertains to loans from the non-controlling shareholders for the operation incurred by subsidiaries of the Group in previous years. The loan is interest free and was fully settled in 2027.

The fair values of non-current retention payables are computed based on cash flows discounted at market borrowing rates. The fair values are within level 2 of the fair value hierarchy. The fair values of non-current retention payables and the market borrowing rates used are as follows:

	2025	2024
Borrowing rates	3.0%	4.8%
Retention payables (\$'000)	3,255	1,517
Borrowing rates	3.0%	–
Amount due to non-controlling Shareholders (\$'000)	840	–

The ageing analysis of the trade payables, based on invoice date, is as follows:

	2025	2024
	\$'000	\$'000
– Less than 3 months	30,875	15,095
– 3 to 6 months	186	161
– Over 6 months to 1 year	26	193
– More than 1 year	256	65
	31,343	15,514

The average credit period granted by the contractors and suppliers approximate 35 days.

Retention payables were not yet past due as at 31 October 2025 and 2024 and will be settled in accordance with the terms of the respective contracts. The terms and conditions in relation to the release of retention vary from contract to contract, which is subject to practical completion, the expiry of the defect liability period or a pre-agreed time period.

19. LEASES

The Group has lease contracts relating to leasehold land and motor vehicles.

Carrying amount of right-of-use assets classified within property, plant and equipment

	Motor vehicles \$'000	Leasehold land \$'000	Total \$'000
As at 1 November 2023	639	19,115	19,754
Additions	–	357	357
Lease completion	(42)	–	(42)
Depreciation	(107)	(757)	(864)
As at 31 October 2024 and 1 November 2024	490	18,715	19,205
Depreciation	(107)	(754)	(861)
As at 31 October 2025	383	17,961	18,344

Lease liabilities

The carrying amounts of lease liabilities and the movements during the year are disclosed in Note 21 and the maturity analysis of lease liabilities is disclosed in Note 28.

Amounts recognised in statement of comprehensive income

	2025 \$'000	2024 \$'000
Depreciation of right-of-use assets	861	864
Interest expense on lease liabilities	–	15
Expenses relating to short term leases (included in other expenses)	6	3
	867	882

20. PROVISIONS

Provision for onerous contracts

	2025	2024
	\$'000	\$'000
Balance at beginning	6,551	5,884
(Reversal of)/provision for during the year	(619)	667
	5,932	6,551

During the year, the Group reversed an approximately \$619,000 (2024: recognised approximately \$667,000) from the previous provision made for the unavoidable costs of fulfilling certain fixed price construction contracts with customers that were in excess of the economic benefits expected to be received under the contracts. The provision for the onerous contracts is expected to be fully utilised by the end of the contract terms.

The contracts are expected to be completed within one year.

The above provision has not been discounted as the effect of discounting is not significant.

21. BORROWINGS

	Maturity	2025	2024
		\$'000	\$'000
Current			
SGD bank loan	2035	1,334	1,334
Non-current			
SGD bank loan	2035	11,706	13,040
		13,040	14,374
		2025	2024
		\$'000	\$'000
Within one year and shown under current liabilities		1,334	1,334
More than one year, not exceeding two years		1,334	1,334
More than two years, not exceeding five years		4,002	4,002
More than five years		6,370	7,704
		13,040	14,374

SGD bank loan

The loan which matures on 2035 is repayable over 180 monthly instalments and the effective interest rates for the loan ranged from 2.43% to 4.43% (2024: 4.26% to 5.35%).

The loan is secured by first mortgage over certain property (Note 12) of the Group, corporate guarantee provided by a wholly-owned subsidiary of the Group, HPC Builders Pte. Ltd. and personal guarantees provided by the executive directors of the Group.

21. BORROWINGS (CONTINUED)

A reconciliation of liabilities arising from the Group's financing activities is as follows:

	1 November 2024 \$'000	Cash inflows \$'000	Cash outflows \$'000	Others* \$'000	31 October 2025 \$'000
Borrowings					
– Current	1,334	–	(1,334)	1,334	1,334
– Non-current	13,040	–	–	(1,334)	11,706
Lease liabilities					
– Current	91	–	(91)	–	–
– Non-current	60	–	(60)	–	–
Amount owing to non-controlling shareholders (non-current)	–	865	–	–	865
	14,525	865	(1,485)	–	13,905
	1 November 2023 \$'000	Cash inflows \$'000	Cash outflows \$'000	Others* \$'000	31 October 2024 \$'000
Borrowings					
– Current	1,334	–	(1,334)	1,334	1,334
– Non-current	14,374	–	–	(1,334)	13,040
Lease liabilities					
– Current	93	–	(93)	91	91
– Non-current	151	–	–	(91)	60
Amount owing to non-controlling shareholders (non-current)	2,524	–	(2,524)	–	–
	18,476	–	(3,951)	–	14,525

* Pertains to reclassification between current and non-current during the year

22. INVESTMENT IN SUBSIDIARIES

(a) Composition of the Group

Name of company (Country of incorporation and operation)	Principal activities	Particulars of share capital	Percentage of equity held by the Group	
			2025 %	2024 %
Held by the Company				
HPC Investments Limited (British Virgin Islands)	Investment holding	US\$1	100	100
DHC Investments Limited (British Virgin Islands)	Investment holding	US\$1	100	100
Held through HPC Investments Limited				
HPC Builders Pte. Ltd. (Singapore)	General contractors	\$15,000,000	100	100
Held through DHC Investments Limited				
DHC Construction Pte. Ltd. (Singapore)	General contractors	\$3,000,000	100	100
Held through HPC Builders Pte. Ltd.				
HPC Realty Pte Ltd. (Singapore) (formerly known as "Regal Haus Pte Ltd.")	Investment holding and engineering design and consultancy	\$1,000,000	100	100
Held through HPC Builders Pte. Ltd.				
Fishbox Pte Ltd.	Investment holding and retail sale of aquarium fishes	\$1,565,002	70	–

23. SHARE CAPITAL AND SHARE PREMIUM

Authorised ordinary shares

	Number of shares '000	Share capital HK\$'000
As at 1 November 2023, 31 October 2024, 1 November 2024 and 31 October 2025	10,000,000	100,000

Ordinary shares

	Number of shares issued and fully paid '000	Share capital \$'000	Share premium \$'000
At 1 November 2023, 31 October 2024, 1 November 2024 and 31 October 2025	1,600,000	2,725	69,777

The holders of ordinary shares (except treasury shares) are entitled to receive dividends as and when declared by the Company. All ordinary shares carry one vote per share without restrictions. The ordinary shares have no par value.

24. CAPITAL RESERVES

Capital reserve of the Group includes:

- Capital contribution by a shareholder arising from the acquisition of a subsidiary, DHC Construction Pte. Ltd. during the financial year ended 31 October 2017;
- The difference between the consideration paid for the acquisition of HPC Builders Pte. Ltd. (HPC Builders) and the share capital of HPC Builders arising from the reorganisation exercise undertaken by the Group during the financial year ended 31 October 2017; and
- Additional investment to acquire the remaining 49% equity interest of a subsidiary, HPC Realty Pte Ltd. (formerly known as “Regal Haus Pte Ltd.”), on April 2024.

25. COMMITMENTS

Operating lease commitments – where the Group is a lessor

Certain portion of the property located at 7 Kung Chong Road, HPC Building, Singapore 159144 was leased out to external third parties.

The future minimum lease receivables under non-cancellable operating lease contracted for at the balance sheet date but not recognised as receivables, are as follows:

	2025	2024
	\$'000	\$'000
Within one year	615	900
One to two years	54	669
	669	1,569

26. RELATED PARTY DISCLOSURES

Compensation of key management personnel

Key management personnel of the Group are those persons having the authority and responsibility for planning, directing and controlling the activities of the Group. The amounts stated below for key management compensation are for all the executive directors and other key management personnel.

Key management personnel compensation included in staff costs comprises:

	2025	2024
	\$'000	\$'000
Short-term employee benefits	5,164	1,988
Defined contribution plans	44	40
	5,208	2,028
<i>Comprise amounts paid to:</i>		
Directors of the Company (excluding independent non-executive directors)	5,208	2,028
	5,208	2,028

27. BENEFITS AND INTEREST OF DIRECTORS

Directors' and chief executive's emoluments

The remuneration of every director and the chief executive for the years ended 31 October 2025 and 2024 is set out below:

	Emoluments paid or receivable in respect of a person's services as a director whether of the Company or its subsidiaries undertaking				
	Directors' fee \$'000	Salary \$'000	Discretionary bonus \$'000	Employer's contribution \$'000	Total \$'000
2025					
Executive directors					
Mr. Wang Yingde	200	684	1,698	22	2,604
Mr. Shi Jianhua	200	684	1,698	22	2,604
Independent non-executive directors					
Ms. Chen Liping	32	-	-	-	32
Mr. Leung Wai Yip	32	-	-	-	32
Mr. Gng Hoon Liang (note)	32	-	-	-	32
	496	1,368	3,396	44	5,304
2024					
Executive directors					
Mr. Wang Yingde	200	594	200	20	1,014
Mr. Shi Jianhua	200	594	200	20	1,014
Independent non-executive directors					
Mr. Zhu Dong	16	-	-	-	16
Mr. Leung Wai Yip	32	-	-	-	32
Mr. Gng Hoon Liang	32	-	-	-	32
Ms. Chen Liping	16	-	-	-	16
	496	1,188	400	40	2,124

Note: Mr. Gng Hoon Liang resigned as independent non-executive director and Mr. Chew Mun Yew has been appointed as independent non-executive director, with effect from 31 December 2025.

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's activities expose it to a variety of financial risks: foreign currency risk, interest rate risk, credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance.

Risk management is carried out by the executive directors of the Group. The executive directors identify and evaluate financial risks in close co-operation within the Group to cope with overall risk management, as well as specific areas, such as foreign currency risk, interest rate risk, credit risk and liquidity risk.

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Foreign currency risk

Most of the income and expenditures of the Group are denominated in SGD being the functional currency of the subsidiaries, and hence, the Group does not have any material foreign exchange exposure, except for cash and cash equivalents (Note 17).

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market interest rates. The Group's exposure to interest rate risk arises primarily from their borrowings. The Group's cash at banks carry low interest rates for which the interest income is not significant and finance lease liabilities are subject to fixed interest rates.

Sensitivity analysis for interest rate risk

At 31 October 2025, if interest rates had been 50 (2024: 50) basis points lower/higher with all other variables held constant, the Group's profit net of tax would have been \$57,000 lower/higher (2024: loss net of tax \$49,000 higher/lower), arising mainly as a result of lower/higher interest expense on borrowings respectively. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market conditions.

Credit risk

Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in a loss to the Group. The Group's exposure to credit risk mainly arises primarily from trade and other receivables, contract assets, deposits and bank balances.

Management considers the Group has limited credit risk with its banks which are leading and reputable financial institutions and are assessed as having low credit risk. Majority of bank balances are deposited with reputable banks. The Group has not incurred significant loss from non-performance by these parties in the past and management does not expect so in the future.

Management also assessed the credit risk relating to its deposits and other receivables and considers the Group has limited credit risk and the expected credit losses are not significant.

The Group's objective is to seek continual revenue growth while minimising losses incurred due to increase in credit risk exposure. The Group trades with all third parties but will only provide credit terms upon approval of the management. The receivable balances are monitored on an ongoing basis by the management. Trade receivables that are neither past due nor impaired relate to companies with a good collection track record with the Group as well as amounts which after management's robust internal review are assessed to be recoverable based on prevailing circumstance.

The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period.

The Group has determined the default event on a financial asset to be when internal and/or external information indicates that the financial asset is unlikely to be received, which could include significant difficulty of the counterparty.

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Credit risk (Continued)

To assess whether there is a significant increase in credit risk, the Group compares the risk of default occurring on the asset as at reporting date with the risk of default as at the date of initial recognition. The Group considers available reasonable and supportive forward-looking information which includes the following indicators:

- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the borrower's ability to meet its obligations
- Actual or expected significant changes in the operating results of the borrower
- Significant increases in credit risk on other financial instruments of the same borrower
- Significant changes in the expected performance and behaviour of the borrower, including changes in the payment status of borrowers in the group and changes in the operating results of the borrower

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 90 days past due in making contractual payment.

The Group determined that its financial assets are credit-impaired when:

- There is significant difficulty of the issuer or the borrower
- A breach in contract, such as a default or past due event
- It is becoming probable that the borrower will enter bankruptcy or other financial reorganisation
- There is a disappearance of an active market for that financial asset because of financial difficulty

The Group categorises a receivable for potential write-off when a debtor fails to make contractual payments more than 90 days past due. Financial assets are written off when there is no expectation of recovery, such as a debtor failing to engage in a repayment plan with the Group. Where receivables have been written off, the Group continues to engage enforcement activity to attempt to recover the receivables due. Where recoveries are made, these are recognised in profit or loss.

Trade receivables and contract assets

The Group has applied the simplified approach to provide for impairment for ECLs prescribed by IFRS 9, which permits the use of lifetime expected provision for impairment of all contract assets and trade receivables. To measure ECLs, contract assets and trade receivables have been grouped based on shared credit risk characteristics and the days past due. The ECLs also incorporate forward looking information.

Given (i) the customers for the Group are well-known institutions and government agencies and there was no history of default in prior years; and (ii) no adverse change in the business environment is anticipated, management considered the default rate of trade receivables and contract assets to be minimal and the expected credit loss rate of institutions and government agencies to be nil for all ageing bands. Except for three customers for which the Group determined the financial assets are credit-impaired as at 31 October 2024, no provision for impairment of trade receivables and contract assets is necessary. For those three customers, provision of \$19,425,000 in 2024 was made and it was written off as bad debt during the year ended 31 October 2025. Information regarding the aging analysis of the Group's trade receivables is disclosed in Note 13.

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

Credit risk (Continued)

Exposure to credit risk

At the end of the reporting period, the Group's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the balance sheet.

Credit risk concentration profile

The Group is exposed to concentration of credit risk as at 31 October 2025 and 2024 on trade receivables from the Group's top five debtors amounting to approximately \$24,101,000 and \$17,329,000, respectively, and accounted for 63% and 68% of the total trade receivables balance, respectively. The major customers of the Group are reputable organisations. Management considers that the credit risk is limited in this regard.

Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's exposure to liquidity risk arises primarily from mismatches of collections and payments timing. The Group's objective is to maintain sufficient reserves of cash from business.

Analysis of financial liabilities by remaining contractual maturities

The table below analyses the Group's financial liabilities into relevant maturity groupings based on the remaining period at the end of each reporting year to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

	One year or less	One to five years	Over five years	Total
	\$'000			
2025				
Trade and retention payables	78,005	3,353	–	81,358
Other payables and accruals (less: GST payables)	11,199	865	–	12,064
Borrowings	1,349	5,423	6,528	13,300
Total undiscounted financial liabilities	90,553	9,641	6,528	106,722
2024				
Trade and retention payables	44,060	1,590	–	45,650
Other payables and accruals (less: GST payables)	5,554	–	–	5,554
Lease liabilities	106	69	–	175
Borrowings	2,005	7,357	8,842	18,204
Total undiscounted financial liabilities	51,725	9,016	8,842	69,583

29. FAIR VALUE OF ASSETS AND LIABILITIES

The following methods and assumptions are used to estimate the fair values of each class of financial instruments:

(a) Fair value hierarchy

The Group categorises fair value measurement using a fair value hierarchy that is dependent on the valuation inputs used as follows:

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

Fair value measurements that use inputs of different hierarchy levels are categorized in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

(b) Financial instruments measured at fair value

The following table provides the fair value measurement hierarchy of the Group's financial asset at the end of the reporting period:

	2025 \$'000	2024 \$'000
Financial assets measured at fair value		
<i>Quoted equity investments</i>		
Investment in marketable securities (Level 1 – quoted prices in active markets for identical instruments)	1,082	975

During the financial year, there were no transfers of fair value measurements between Level 1 and Level 2 and no transfers into or out of Level 3 for both financial assets and financial liabilities. Transfers between levels of the fair value hierarchy are deemed to have occurred on the date of the event or change in circumstances that caused the transfers.

(c) Fair value of financial instruments that are carried at amortised costs and whose carrying amounts approximate fair value

Trade receivables (Note 13), Other receivables and deposits (Note 14), Cash and cash equivalents (Note 17), Trade and retentions payable (current) (Note 18), and other payables and accruals (current) (Note 18)

The carrying amounts of the above financial assets and liabilities are reasonable approximation of their fair values due to their short maturities.

29. FAIR VALUE OF ASSETS AND LIABILITIES (CONTINUED)

(c) **Fair value of financial instruments that are carried at amortised costs and whose carrying amounts approximate fair value (Continued)**

Borrowings (Note 21)

The carrying amounts of the above financial assets and liabilities are reasonable approximation of their fair values as the interest rate approximates the market interest rate prevailing at the financial year end.

Trade payables (non-current) (Note 18), other payables (non-current) (Note 18)

The carrying amounts of these financial liabilities are reasonable approximations of their fair values as the present value differential is not significant.

(d) **Financial instruments by category**

The aggregate carrying amounts of financial assets and financial liabilities at amortised cost are as follows:

	2025	2024
	\$'000	\$'000
Financial assets at fair value through profit or loss	1,082	975
Financial assets at amortised cost	119,369	85,729
Financial liabilities at amortised cost	106,462	65,578

30. CAPITAL MANAGEMENT

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt. No changes were made in the objectives, policies or processes during the years ended 31 October 2025 and 2024.

Capital includes equity attributable to the owners of the Company less capital reserves. The Group's policy is to ensure that capital is positive to provide returns for shareholders.

	2025	2024
	\$'000	\$'000
Equity attributable to owners of the Company	111,762	75,813
Less: Capital reserves	(30,614)	(30,188)
Total capital	81,148	45,625

Other than disclosed in Note 21 to the consolidated financial statements, the Group did not raise any external borrowings.

The externally imposed capital requirements for the Group is in order to maintain its listing on SEHK, it has to have a public float of at least 25% of the shares.

31. BALANCE SHEET AND RESERVE MOVEMENT OF THE COMPANY

	Note	2025 \$'000	2024 \$'000
ASSETS			
Non-current assets			
Investment in subsidiaries		37,223	37,223
Other receivables		24,212	25,491
		61,435	62,714
Current assets			
Other receivables		5	6
Cash and cash equivalents		1,325	1,012
		1,330	1,018
Total assets		62,765	63,732
EQUITY AND LIABILITIES			
Current liabilities			
Other payables and accruals		333	314
Total liabilities		333	314
Equity attributable to owners of the Company			
Share capital		2,725	2,725
Share premium	(a)	69,777	69,777
Accumulated losses	(a)	(10,070)	(9,084)
Total equity		62,432	63,418
Total equity and liabilities		62,765	63,732

31. BALANCE SHEET AND RESERVE MOVEMENT OF THE COMPANY (CONTINUED)

(a) Reserve movement of the Company

	Share premium \$'000	Accumulated losses \$'000
Balance at 1 November 2023	69,777	(7,995)
Loss for the year, representing total comprehensive income for the year	–	(1,089)
Balance as at 31 October 2024	69,777	(9,084)
Balance at 1 November 2024	69,777	(9,084)
Loss for the year, representing total comprehensive income for the year	–	(986)
Balance as at 31 October 2025	69,777	(10,070)

32. DIVIDENDS

No dividend has been declared or paid by the Company during the year ended 31 October 2025 (2024: Nil).

33. EVENTS AFTER REPORTING PERIOD

The Group has no material events after the reporting period which are required to be disclosed.

34. AUTHORISATION OF CONSOLIDATED FINANCIAL STATEMENTS FOR ISSUE

The consolidated financial statements for the year ended 31 October 2025 were authorised for issue in accordance with a directors' resolution dated 30 January 2026.

