



SEAMLESS PROGRESS INTEGRATING INNOVATION

ANNUAL REPORT 2024



ABOUT US

Choo Chiang Holdings Ltd. ("Choo Chiang" or the "Company" and together with its subsidiaries, the "Group") is one of the leading retailers and distributors of electrical products and accessories in Singapore with a retail presence of more than 30 years. We offer an extensive range of electrical products and accessories for residential and industrial use at our 10 strategically located retail branches in Singapore. Our retail outlets are supported by a team of service-oriented sales employees and a fleet of delivery vehicles. In addition to this Distribution Business, we also hold 12 investment properties which are rented out for rental income. The Group was listed on Catalist of the Singapore Exchange Securities Trading Limited (the "SGX-ST") on 29 July 2015 (stock code 42E).

This Annual Report has been reviewed by the Company's sponsor, SAC Capital Private Limited ("Sponsor"). This Annual Report has not been examined or approved by the SGX-ST and the SGX-ST assumes no responsibility for the contents of this document, including the correctness of any of the statements or opinions made or reports contained in this Annual Report. The contact person for the Sponsor is Ms Charmian Lim, at 1 Robinson Road #21-01 AIA Tower Singapore 048542, Telephone: +65 6232 3210.

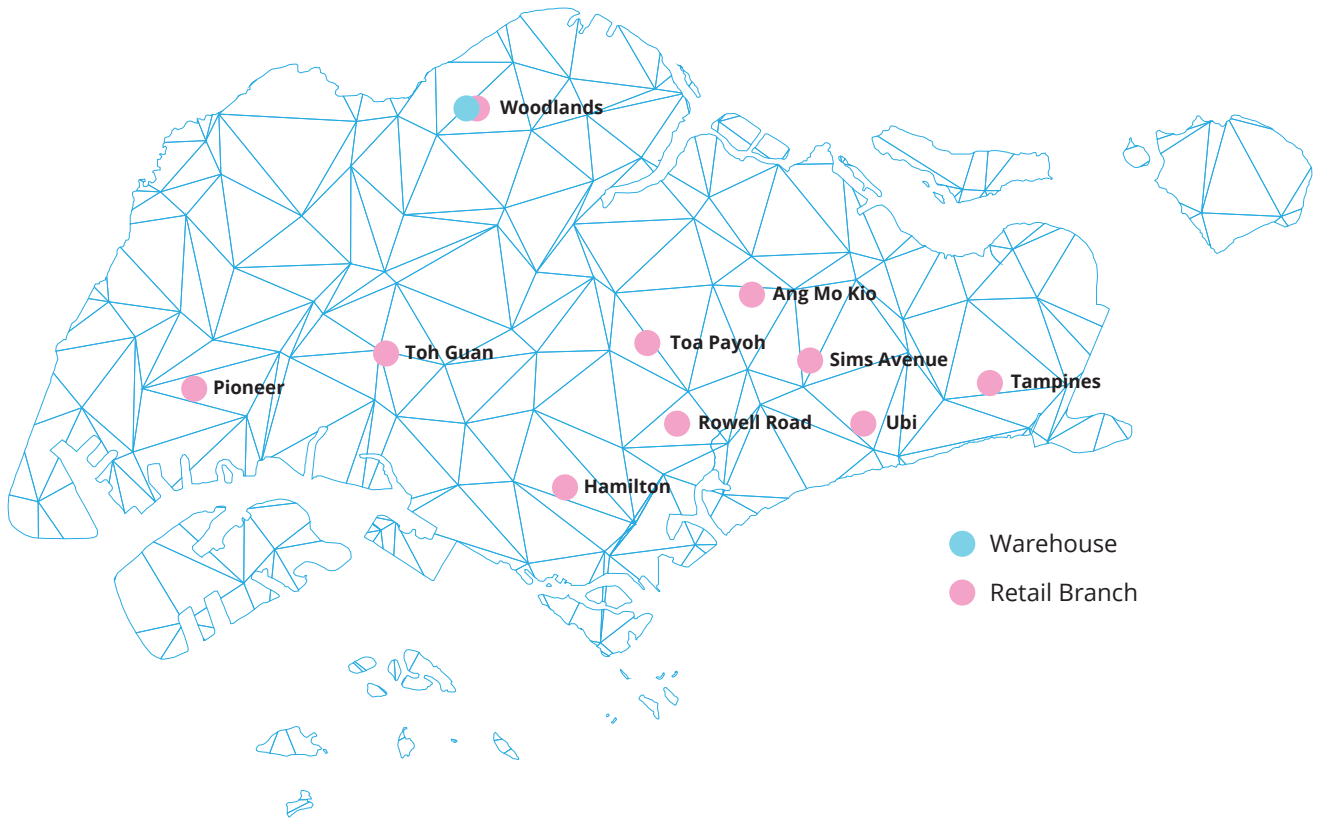
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BUSINESS OVERVIEW

A leading retailer and distributor of electrical products and accessories in Singapore

DISTRIBUTION BUSINESS



30

YEARS

An established name backed by a track record of over 30 years in the retail market.

Operates a wide network of 10 retail branches strategically located across Singapore.

10

RETAIL BRANCHES

30

3RD PARTY BRANDS

Offers a product range from over 30 third-party and our proprietary brands.

Supported by an experienced sales team of over 50 staff.

50

SALES STAFF

BUSINESS OVERVIEW

DISTRIBUTION BUSINESS

Distributor and Dealer for many Established Brands



PROPERTY INVESTMENTS

11

INVESTMENT PROPERTIES

Owns 11 investment properties which are rented out for rental income.

4

PROPERTIES

Holds an additional 4 properties which are used as retail branches/warehouse for our operations.

Note:

The investment properties have yet to include the acquisition of 5 units of commercial property at "Food Ascent" (as announced by the Company on 27 February 2024) which is expected to be completed by end of 2027.

PRODUCTS

Choo Chiang provides efficient one-stop shop service to our customers by offering an extensive range of electrical products and accessories from established brands.

8 MAIN PRODUCT CATEGORIES FROM OVER 30 KEY BRANDS



**ELECTRICAL CIRCUIT
PROTECTION & WIRING DEVICES**



**ELECTRICAL WIRING
ACCESSORIES**



LIGHTNING PROTECTION



CABLES

PRODUCTS



CABLE SUPPORT SYSTEM



POWER TOOLS & HARDWARE



FANS



LUMINAIRES, LAMPS & ACCESSORIES

CHAIRMAN'S STATEMENT



“2024 marks the second consecutive year of Choo Chiang's entry into Forbes Asia's "Best Under a Billion". The Group is honoured to be recognised alongside companies with commendable growth and sound corporate governance. With only six other Singapore firms earning this conferment in 2024, this milestone adds yet another notch to our belt and serves as a testament to the Group's commitment to delivering consistent, strong returns and reinforces our industry standing.”

Dear Shareholders,

I am pleased to present to you our Annual Report for the financial year ended 31 December 2024 ("FY2024"). Overall, the Group has put up a commendable set of performance in the current financial year under review. Despite the uncertainties in the global economy, we remained focused on our strategic goals while treading through the volatile economic landscape.

The Singapore economy grew¹ by 4.4% in real gross domestic product ("GDP") growth in 2024, demonstrating resilience amid global uncertainties. However, the Consumer Price Index ("CPI") for nearly all categories rose, signalling a continued rise in the costs of living. This is evidenced by the decline in the retail trade sector, which contracted 0.4% in 2024 against the growth of 2.8% in 2023. The property market performed strongly, with public housing resale prices rising 9.6%², private residential property prices increasing 3.9%³, industrial spaces increasing 2.0%⁴ and prices of retail space increasing 1.0%⁵ for the year, reflecting a stable investment climate and cautious buyer sentiment. Overall, these figures highlight the resilience of both the property sector and the broader Singapore market in 2024.

Business Performance

The Group's business operations are principally based in Singapore, with two main business segments, namely the Distribution Business segment and the Property Investment segment. The former oversees the sales and retail of electrical products and accessories in Singapore while the latter relates to rental income from its investment properties in Singapore.

In FY2024, the Group's total revenue amounted to \$89,622,000, marking a decrease of 1.5% from \$91,006,000 in the previous corresponding financial year ("FY2023") due primarily to a decrease in revenue from the Distribution Business segment.

In line with the decrease in revenue, cost of sales in FY2024 decreased marginally by 0.2% (or \$108,000) from \$63,573,000 in FY2023 to \$63,465,000. Gross profit was recorded at \$26,157,000 in FY2024, a decrease of 4.7% (or \$1,276,000) from FY2023. Gross profit margin remained stable with a marginal decrease of 0.9%, from 30.1% in FY2023 to 29.2% in FY2024.

Other operating income for the financial year surged by 215.3%, reaching \$3,273,000, driven by (i) the gain on disposal of investment property from the sale of the Group's freehold commercial property, #01-22 Targore 8, which was completed on 16 December 2024; (ii) the reversal of impairment loss of investment properties and property, plant and equipment; (iii) the gain on lease modification; (iv) increase in interest income; and (v) gain on disposal of property, plant and equipment.

Decreases in other operating expenses by 4.0% (or \$70,000) as well as finance costs by 7.8% (or \$9,000) were partially offset by the increase in administrative and selling expenses of 0.6% (or \$77,000).

Taking into account the abovementioned factors, the Group recorded a profit before income tax of \$13,809,000 in FY2024, representing an increase of 7.5% (or \$961,000) from \$12,848,000 recorded in FY2023.

Another piece of good news to share is that 2024 marks the second consecutive year of Choo Chiang's entry into Forbes Asia's "Best Under a Billion". Achieving entry into the list is based on overall track record in measures such as revenue, earnings-per-share growth and average returns on equity. Out of 20,000 small and mid-sized publicly listed companies across the Asia-Pacific region, the Group is honoured to be recognised alongside companies with commendable growth and sound corporate governance. With only six other Singapore firms earning this conferment in 2024, this milestone adds yet another notch to

¹ <https://www.mti.gov.sg/Resources/Economic-Survey-of-Singapore/2024/Economic-Survey-of-Singapore-2024>

² <https://www.reuters.com/markets/asia/singapore-public-housing-resale-prices-rise-96-2024-2025-01-02/>

³ <https://www.straitstimes.com/singapore/housing/private-home-prices-rose-2-3-per-cent-in-q4-but-overall-growth-slowed-to-3-9-per-cent-in-2024>

⁴ <https://www.businesstimes.com.sg/property/singapores-industrial-rents-3-5-2024-after-inching-0-5-q4-1c>

⁵ [https://www.ura.gov.sg/Corporate/Media-Room/Media-Releases/pr25-05#:~:text=For%20the%20whole%20of%202024%2C%20prices%20of%20office%20space%20increased,2b%20%26%20A%2D3\).](https://www.ura.gov.sg/Corporate/Media-Room/Media-Releases/pr25-05#:~:text=For%20the%20whole%20of%202024%2C%20prices%20of%20office%20space%20increased,2b%20%26%20A%2D3).)

CHAIRMAN'S STATEMENT

our belt and serves as a testament to the Group's commitment to delivering consistent, strong returns and reinforces our industry standing.

The Group maintained a stable brand strength, with a brand ranking of No. 93 in the Brand Finance Singapore 100 category in 2024. The award was conferred by Brand Finance, an established independent brand valuation and business strategy consultancy, and marks our fifth consecutive year among the top 100 brands.

The trust and support of our shareholders have been integral to our success. As a way to show our appreciation to our shareholders, I am pleased to announce on behalf of the Board of Directors a proposed final dividend and a special dividend of 1.5 Singapore cents per share and 0.3 Singapore cents per share respectively, subject to shareholder approval at the upcoming Annual General Meeting to be held in April 2025. Including the interim dividend of 1.1 Singapore cents per share paid earlier in the year, the total dividend pay-out for FY2024 amounts to 2.9 Singapore cents per share.

Distribution Business

For the financial year under review, revenue from the Distribution Business segment decreased by \$1,442,000 or 1.6% from \$90,452,000 in FY2023 to \$89,010,000 in FY2024. The decrease was mainly due to a lower demand for certain electrical products and accessories in the year.

Cost of sales decreased in tandem with the drop in revenue, by \$114,000 or 0.2%, from \$63,135,000 in FY2023 to \$63,021,000 in FY2024.

As a result, the gross profit margin of this segment decreased marginally by 1.0 percentage points from approximately 30.2% in FY2023 to 29.2% in FY2024.

Property Investment Segment

The Group's investment portfolio consists of industrial and commercial properties located in Singapore. Rental income from the Property Investment segment increased by \$58,000 or 10.5%, from \$554,000 in FY2023 to \$612,000 in FY2024. All properties were fully leased out in FY2024 and FY2023.

Cost of sales increased marginally by \$6,000 or 1.4%, from \$438,000 in FY2023 to \$444,000 in FY2024, which is generally in line with the increase in revenue for this segment.

Gross profit margin increased by 6.6 percentage points from 20.9% in FY2023 to 27.5% in FY2024.

Business Outlook

According to the Ministry of Trade and Industry ("MTI"), Singapore's GDP growth in 2024 grew by 4.4%, which was a significant improvement from the 1.8% growth in 2023.⁶

Global growth is projected at 3.3%⁷ in 2025, varying across regions with advanced economies like the US and Eurozone and developing economies such as China and key Southeast Asian countries progressing at different paces and directions. Ongoing trade tensions and geopolitical risks could dampen investment and trade. Additionally, disruptions in disinflation could lead to prolonged financial strain, exposing weaknesses in banking and financial systems.

Against this backdrop, the manufacturing and trade-related services sectors in Singapore are expected to continue to expand in 2025, albeit with a moderated pace compared to 2024. Within the manufacturing sector, the electronics cluster is projected to expand at a steady pace, supported by robust demand for semiconductor chips in the PC, smartphone and data centre end-markets. This will have positive spillover effects on the precision engineering cluster and the machinery, equipment & supplies segment of the wholesale trade sector. Taking into account the external and domestic economic environment, and barring the materialisation of downside risks, the Singapore economy is projected to expand by 1.0% to 3.0% in 2025.

The Group continues to exercise prudence in managing its operations while actively seeking opportunities to extend its services. Our focus remains on providing direct electrical and lighting solutions under its "CCM" and "CRM" brands, ensuring that the Group's offerings align with market demand and trends.

On the product level, the Group is committed to reinforcing and strengthening its market position by widening the range of products offered, thus enhancing its competitive edge in Singapore.

Analysts predict a modest increase in property prices in 2025, with forecasts suggesting a median price rise of 3% to 6% in 2025⁸, as both supply and demand factors work in tandem. With a stronger economic outlook and more affordable mortgage rates, Singapore's private residential property sector is set for a year of recovery and growth, barring unforeseen circumstances. Tapping on this opportunity, the Group will continue to assess opportunities to reshuffle its portfolio of investment properties. This will be done with careful consideration of property market conditions and strategic objectives. The goal is to enhance diversification, optimise asset allocation, and maximise overall returns, while maintaining a prudent and measured approach.

Looking ahead, the Group remains dedicated to delivering good value to its customers, exploring new business opportunities, and positioning itself for sustainable long-term growth. By taking a strategic approach to both its operational and investment decisions, the Group aims to increase its revenue and profit, ensuring continued success in an ever-changing economic landscape.

Acknowledgements

In closing, I take this opportunity to extend my gratitude to all staff and management of Choo Chiang for their devotion and invaluable contributions in our operations and achievements.

I would also like to give my deepest thanks our valued customers, business partners, suppliers and shareholders for their unwavering support. Together we continue to navigate the evolving market conditions while strengthening the Group's position for long-term sustainability.

Thomas Lim
Executive Chairman and CEO

⁶ <https://www.mti.gov.sg/Resources/Economic-Survey-of-Singapore/2024/Economic-Survey-of-Singapore-2024>

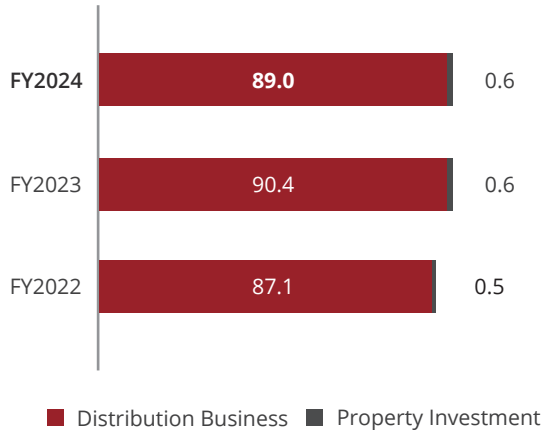
⁷ <https://www.imf.org/en/Publications/WEO/Issues/2025/01/17/world-economic-outlook-update-january-2025>

⁸ <https://theindependent.sg/singapores-private-property-market-set-for-2025-boom-after-historic-sales-slump-analysts-predict-rebounding-demand-amid-surge-in-new-launches/>

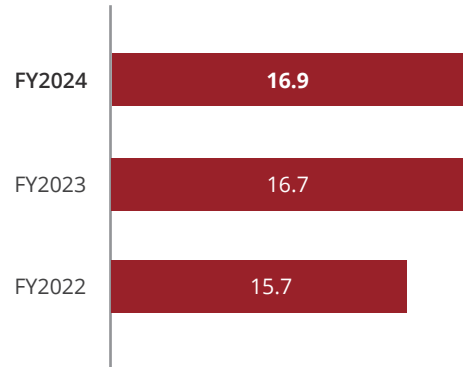
FINANCIAL HIGHLIGHTS

FINANCIAL YEAR ENDED 31 DECEMBER

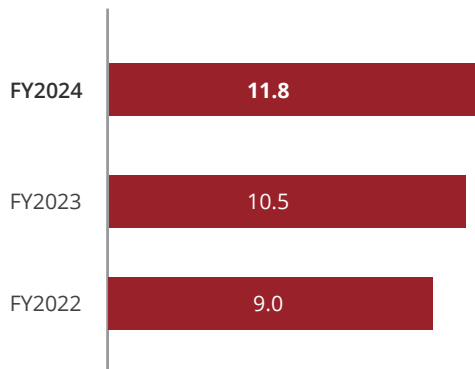
REVENUE (S\$'M)



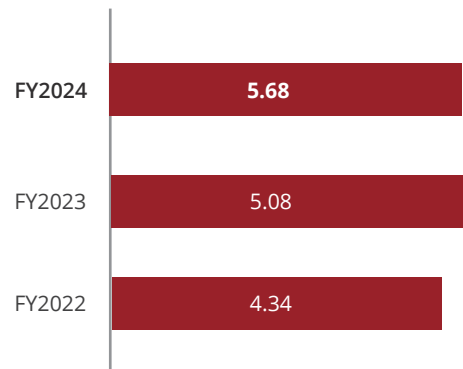
RETURN ON EQUITY⁽¹⁾ (%)



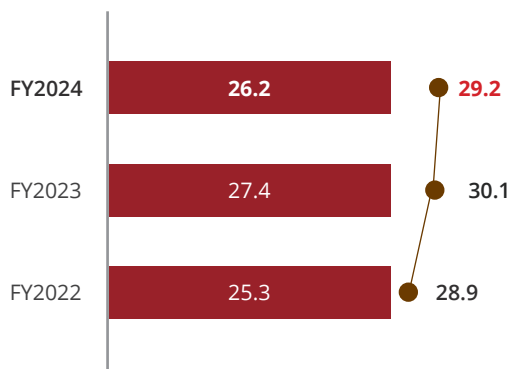
NET PROFIT (S\$'M)



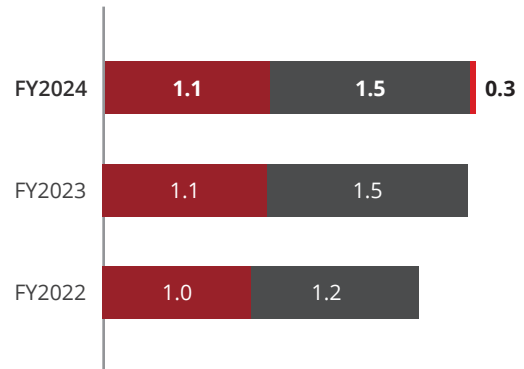
EARNINGS PER SHARE (CENTS)



GROSS PROFIT (S\$'M) & GROSS PROFIT MARGIN (%)



DIVIDEND PER ORDINARY SHARE (CENTS)



■ Final Dividend ■ Interim Dividend ■ Special Dividend

¹Return on Equity equals profit after tax and minority interest divided by equity attributable to the owners of the Company as at end of the financial year.

OPERATING & FINANCIAL REVIEW

FINANCIAL PERFORMANCE

Income Statement	The Group Year ended 31 December		Increase/(Decrease) %
	2024 S\$'000	2023 S\$'000	
Revenue	89,622	91,006	(1.5)
Cost of sales	(63,465)	(63,573)	(0.2)
Gross profit	26,157	27,433	(4.7)
Other operating income	3,273	1,038	215.3
Administrative and selling expenses	(13,851)	(13,774)	0.6
Other operating expenses	(1,663)	(1,733)	(4.0)
Finance costs	(107)	(116)	(7.8)
Profit before income tax	13,809	12,848	7.5
Income tax expense	(2,021)	(2,307)	(12.4)
Profit for the year, representing total comprehensive income for the year attributable to owners of the Company	11,788	10,541	11.8

REVIEW OF FINANCIAL PERFORMANCE

Revenue

The Group's revenue is derived from sales and retail of electrical products and accessories in Singapore ("**Distribution Business**") and rental income from its investment properties in Singapore ("**Property Investment**").

Total revenue decreased by \$1,384,000 or 1.5%, from \$91,006,000 for the financial year ended 31 December 2023 ("**FY2023**") to \$89,622,000 for the financial year ended 31 December 2024 ("**FY2024**"), mainly due to a decrease in the revenue from the Distribution Business segment.

Distribution Business

Revenue from Distribution Business segment decreased by \$1,442,000 or 1.6%, from \$90,452,000 in FY2023 to \$89,010,000 in FY2024. The decrease was mainly due to the low demand for certain electrical products and accessories in FY2024.

Property Investment

Rental income from the Property Investment segment increased by \$58,000 or 10.5%, from \$554,000 in FY2023 to \$612,000 in FY2024. All properties were fully leased out in FY2024 and FY2023.

Cost of sales

Cost of sales decreased by \$108,000 or 0.2%, from \$63,573,000 in FY2023 to \$63,465,000 in FY2024, which is in line with the decrease in revenue.

Distribution Business

Cost of sales of the Distribution Business segment decreased by \$114,000 or 0.2%, from \$63,135,000 in FY2023 to \$63,021,000 in FY2024, which is generally in line with the decrease in revenue for this segment. In FY2024, the allowance for stock obsolescence arose from phased-out of certain electrical products.

Property Investment

Cost of sales of the Property Investment segment increased marginally by \$6,000 or 1.4%, from \$438,000 in FY2023 to \$444,000 in FY2024, which is generally in line with the increase in revenue for this segment.

OPERATING & FINANCIAL REVIEW

Gross profit and gross profit margin

Gross profit decreased by \$1,276,000 or 4.7% from \$27,433,000 in FY2023 to \$26,157,000 in FY2024. Gross profit margin remains stable with a marginal decrease of 0.9 percentage points from 30.1% in FY2023 to 29.2% in FY2024.

The gross profit margin of the Distribution Business segment decreased marginally by 1.0 percentage points from approximately 30.2% in FY2023 to 29.2% in FY2024.

The gross profit margin of the Property Investment segment increased by 6.6 percentage points from 20.9% in FY2023 to 27.5% in FY2024.

Other operating income

Other operating income increased by \$2,235,000 or 215.3%, from \$1,038,000 in FY2023 to \$3,273,000 in FY2024. The increase in other operating income was mainly due to (i) the gain on disposal of investment property from the sale of #01-22 Tagore 8 which was completed on 16 December 2024; (ii) the reversal of impairment loss of investment properties and property, plant and equipment; (iii) the gain on lease modification; (iv) increase in interest income; and (v) gain on disposal of property, plant and equipment.

Administrative and selling expenses

Administrative and selling expenses increased by \$77,000 or 0.6%, from \$13,774,000 in FY2023 to \$13,851,000 in FY2024. The increase in administrative and selling expenses was mainly due to an increase in (i) insurance and medical expenses, driven by an increase in medical claims related to the flu outbreak; and (ii) professional fee incurred for third party review of workplace safety at the Company's warehouse.

Other operating expenses

Other operating expenses decreased marginally by \$70,000 or 4.0%, from \$1,733,000 in FY2023 to \$1,663,000 in FY2024.

Finance costs

Finance costs in relation to interest expense on lease liabilities decreased marginally by \$9,000 or 7.8% from \$116,000 in FY2023 to \$107,000 in FY2024.

Profit before income tax

As a result of the reasons mentioned above, the Group's profit before income tax increased by \$961,000 or 7.5% from \$12,848,000 in FY2023 to \$13,809,000 in FY2024.



OPERATING & FINANCIAL REVIEW

FINANCIAL POSITION

Statement of Financial Position	The Group Year ended 31 December		Increase/(Decrease) %
	2024 S\$'000	2023 S\$'000	
ASSETS			
Current assets			
Cash and cash equivalents	34,647	30,563	13.4
Trade receivables	6,432	6,169	4.3
Other receivables and prepayments	443	525	(15.6)
Financial assets at fair value through profit or loss	1,396	1,308	6.7
Inventories	22,539	20,816	8.3
Total current assets	65,457	59,381	10.2
Non-current assets			
Property, plant and equipment	8,095	6,827	18.6
Investment properties	12,475	12,200	2.3
Club membership	112	131	(14.5)
Right-of-use assets	2,504	3,140	(20.3)
Total non-current assets	23,186	22,298	4.0
Total assets	88,643	81,679	8.5
LIABILITIES AND EQUITY			
Current liabilities			
Trade payables	10,503	9,410	11.6
Other payables and accruals	2,997	3,216	(6.8)
Contract liabilities	23	72	(68.1)
Lease liabilities	396	503	(21.3)
Income tax payable	2,126	2,284	(6.9)
Total current liabilities	16,045	15,485	3.6
Non-current liabilities			
Lease liabilities	2,812	2,811	0.0
Deferred tax liability	89	75	18.7
Total non-current liabilities	2,901	2,886	0.5
Total liabilities	18,946	18,371	3.1
Total equity	69,697	63,308	10.1
Total liabilities and equity	88,643	81,679	8.5

OPERATING & FINANCIAL REVIEW

Current assets

Current assets increased by \$6,076,000 from \$59,381,000 as at 31 December 2023 to \$65,457,000 as at 31 December 2024. The increase in current assets was mainly due to an increase in cash and bank balances of \$4,084,000, inventories of \$1,723,000, trade receivables of \$263,000 and investment in financial assets at FVTPL of \$88,000. These increases were partially offset by the decrease in other receivables and prepayments of \$82,000.

Non-current assets

Non-current assets increased by \$888,000 from \$22,298,000 as at 31 December 2023 to \$23,186,000 as at 31 December 2024. The increase in non-current assets was mainly due to the increase in property, plant and equipment of \$1,268,000; and investment properties of \$275,000. These increases were partially offset by the decrease in right-of-use assets of \$636,000; and club membership of \$19,000.

Current liabilities

Current liabilities increased by \$560,000 from \$15,485,000 as at 31 December 2023 to \$16,045,000 as at 31 December 2024. The increase in current liabilities was mainly due to an increase in trade payables of \$1,093,000. The increase was partially offset by the decrease in other payables and accruals of \$219,000, income tax payable of \$158,000, current portion of lease liabilities of \$107,000 and contract liabilities of \$49,000.

Non-current liabilities

Non-current liabilities increased by \$15,000 from \$2,886,000 as at 31 December 2023 to \$2,901,000 as at 31 December 2024. The increase in non-current liabilities is mainly due to the increase in the non-current portion of lease liabilities of \$1,000 and deferred tax liability of \$14,000.

CASH FLOW

Statement of cash flow	The Group Year ended 31 December	
	2024 S\$'000	2023 S\$'000
Net cash generated from operating activities	9,971	13,365
Net cash generated from/(used in) investing activities	181	(595)
Net cash used in financing activities	(6,068)	(5,477)
Cash and cash equivalents at end of the year	34,647	30,563

Net cash generated from operating activities

In FY2024, the Group generated net cash inflow from operating activities of approximately \$9,971,000, which was a result of operating cash flows before changes in working capital of approximately \$12,633,000, net working capital outflows of approximately \$1,325,000, income tax paid of approximately \$2,165,000 and interest received of approximately \$828,000.

Net cash generated from/(used in) investing activities

In FY2024, the Group's net cash inflow from investing activities amounted to approximately \$181,000, mainly due to (i) proceeds from disposal of investment property (net of professional fee and commission), #01-22 Tagore 8 of \$2,771,000; (ii) dividend income from financial assets at FVTPL of \$80,000; (iii) proceeds from disposal of property, plant and equipment of \$31,000; and (iv) proceeds from disposal of financial assets at FVTPL of \$23,000. These increases were partially offset by (i) progress payments

for purchase of investment properties of \$1,869,000; (ii) purchases of property, plant and equipment of \$776,000; and (iii) purchases of financial assets at FVTPL of \$79,000.

Net cash used in financing activities

In FY2024, the Group's net cash outflow for financing activities amounted to approximately \$6,068,000, mainly due to (i) dividends payment of \$5,399,000; and (ii) lease liabilities and interest payments of \$669,000.

DIVIDEND

The Company had, on 29 August 2024, paid an interim dividend of 1.10 Singapore cents. Together with the proposed final cash dividend and special cash dividend of 1.50 and 0.30 Singapore cents respectively, the total dividends declared for FY2024 would amount to approximately \$6.022 million (FY2023: \$5.399 million), representing approximately 51.09% (FY2023: 51.22%) of the Group's consolidated net profits attributable to shareholders in FY2024.

GROUP STRUCTURE



**CHOO CHIANG
HOLDINGS LTD.**



BOARD OF DIRECTORS



THOMAS LIM
Executive Chairman and CEO

Date of Appointment: 5 September 2014

Backed by more than 40 years of experience in the electrical retail business, Thomas Lim is responsible for the overall management and development of the Group, formulation of its strategic directions and expansion plans, as well as developing and maintaining relationships with our customers and suppliers. He was a founding partner of Choo Chiang Electrical Trading Service which was subsequently corporatised when Choo Chiang Marketing Pte. Ltd. (“**CCM**”) was incorporated to take over the business in July 1991. Thomas Lim has been a director of CCM since its incorporation and currently does not hold directorships in any public-listed companies. Thomas Lim is the brother of Rocky Lim.



ROCKY LIM
Executive Director

Date of Appointment: 5 September 2014

Rocky Lim started out working in Choo Chiang Electrical Trading Service in 1977, and after its corporatisation, he became the Sales Manager of CCM. In 2001, he was promoted to Sales and Marketing Director and was appointed as a director of CCM. He is responsible for the sales and marketing and the development of the Group, and the maintenance of relationships with the Group’s customers and suppliers. He currently does not hold directorships in any public listed companies. Rocky Lim is the brother of Thomas Lim.



LIM TECK CHAI, DANNY
Lead Independent Director

Date of Appointment: 20 August 2018

Lim Teck Chai, Danny is our Lead Independent Director and was appointed to our Board on 20 August 2018. Danny Lim has more than 25 years of experience in the legal industry and is currently an equity partner in Rajah & Tann Singapore LLP. He joined the law firm in 1998 and has since been practising and advising on all aspects of corporate legal advisory and transactional work. He has a wide range of experience in acquisitions, investments, takeovers, initial public offerings and restructurings. He is also an Independent Director of Kimly Limited, Stamford Land Corporation Ltd, ValueMax Group Limited and Advancer Global Limited, all of which are companies listed on the SGX-ST.

Danny graduated with a Bachelor of Law (Honours) degree from the National University of Singapore in 1998 and a Master of Science (Applied Finance) degree from the Nanyang Technological University in 2006. He has been admitted as an advocate and solicitor of the Supreme Court of Singapore since 1999 and is a member of the Law Society of Singapore and the Singapore Academy of Law.

BOARD OF DIRECTORS



SHO KIAN HIN, ERIC
Independent Director

Date of Appointment: 13 November 2018

Sho Kian Hin, Eric is our Independent Director and was appointed to our Board on 13 November 2018. Eric Sho has over 20 years of experience in financial reporting and regulatory compliance and was involved in various financial related activities such as equity and pre-IPO fund raising, mergers and acquisitions, restructuring and group tax optimisation. Currently, Eric Sho serves as independent director for several companies listed on SGX-ST. They include Figtree Holdings Ltd., JB Foods Ltd., ISDN Holdings Ltd. (dual-listed on both Mainboard of SGX-ST and Hong Kong Stock Exchange) and OUE Healthcare Ltd.

Eric Sho was with Ernst & Young Kuala Lumpur from 1995 as Assurance and Advisory Business Service Manager and left in 2002 to join the private sector. Eric Sho started off his professional training with Victor & Company in 1990 and is a Fellowship of the Association of Chartered Certified Accountants (FCCA) and a member of the Singapore Institute of Directors.



TAN SOON LIANG, CFA
Independent Director

Date of Appointment: 20 August 2018

Mr. Tan Soon Liang is our Independent Director and was appointed to our Board on 20 August 2018. Mr. Tan is the Founder and Managing Director of Ti Ventures Pte. Ltd., by which invests in growing businesses and partners business owners by leading its corporate development, business transformation and mergers and acquisitions functions since May 2009. He is also currently the Managing Director of Omnibridge Capital Pte. Ltd. since December 2014, which focuses on early stage angel and venture capital investments in start-ups and fastgrowing companies in Asia.

Mr. Tan currently serves as an Independent Director of ISDN Holdings Limited, which is dual-listed on Mainboard of the SGX-ST and SEHK. He is also an Independent Director of ValueMax Group Limited, Far East Group Limited, Stamford Land Corporation Limited and EuroSports Global Limited, all of which are companies listed on the SGX-ST. Mr Tan is also a Director of Spectra Secondary School since January 2022 and serves as President of Nanyang Business School Alumni Association at Nanyang Technological University since October 2021. He is also a member of the School Advisory Committee of Bukit Panjang Government High School.

Mr. Tan holds a Bachelor of Business (Honours) Degree, majoring in Financial Analysis, from Nanyang Technological University which he obtained in July 1997 and a Master of Business Administration Degree from the University of Hull, United Kingdom in February 2001. Mr. Tan is also a CFA charterholder since September 2000 as well as a member of the Singapore Institute of Directors since March 2022.

KEY MANAGEMENT



MORLAND FU

**Chief Financial Officer
and Company Secretary**

Morland Fu joined the Group in August 2014. He is responsible for the financial accounting and reporting functions including accounting, internal controls, financial and management reporting, capital management, tax, compliance and merger and acquisition. Prior to joining the Group, he was a senior manager at Deloitte & Touche LLP. He holds a Master in Business Administration (Distinction) from the University of Manchester and a Bachelor in Financial Management from the Guangdong University of Foreign Studies in the PRC. He is a Non-Practicing Member of the Chinese Institute of Certified Public Accountants in the PRC, a member of the Association of Chartered Certified Accountants and a Chartered Accountant of Singapore of the Institute of Singapore Chartered Accountants.

WILSON FOO

Chief Operating Officer

Wilson Foo is responsible for the overall management of the business, which includes overseeing and managing its day-to-day operations. He also assists the Executive Chairman and CEO in formulating marketing and sales strategies, conducting marketing activities to promote the Group's products, as well as sourcing for sales opportunities, and focuses mainly on generating sales for the Group. He first joined the Group in 1993 and left to be an Air Crew Specialist with the Republic of Singapore Air Force from February 1995 to March 1999. He re-joined the Group in March 1999 and worked his way up the ranks to Branch Manager and General Manager before being promoted to Chief Operating Officer in March 2022. Wilson Foo is the nephew of Thomas Lim and Rocky Lim.

JOSEPHINE TAY

Administrative Manager

Josephine Tay joined the Group in April 1991 and is responsible for all aspects of human resource and administrative functions of our Group and also the handling of accounts. Prior to joining us, she was an administrative clerk at Nitto Trading Company from February 1990 to March 1991 where she was responsible for handling calls, providing quotations, and invoicing customers. Josephine Tay is the wife of Rocky Lim and sister of Andy Tay.

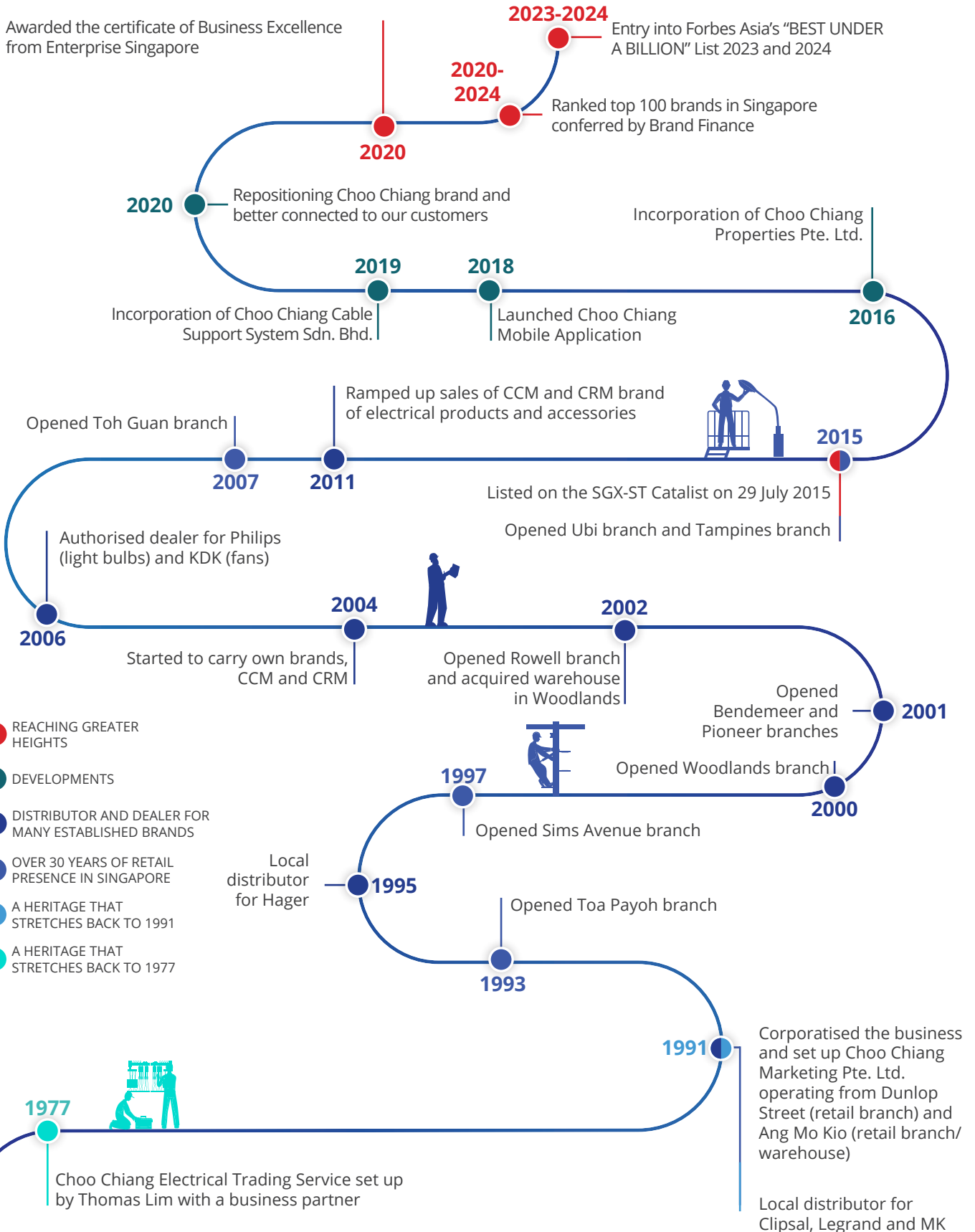
ANDY TAY

Head of Sales (Retail)

Andy Tay joined the Group in July 1998 and was promoted up the ranks as retail sales assistance manager, head of project sales, project sales manager, export sales manager and Purchasing Manager before taking on his current role as the Group's Head of Sales (Retail) in 2020. He is responsible for developing and implementing retail sales strategies of the Group. He started out as an advertising sales executive at Info Ad Publishing Pte Ltd in 1995, following which he took on managerial roles at two other companies and was responsible for identifying and reaching out to new potential customers, responding to sales enquiries and providing solutions to clients' enquiries. Andy Tay is the brother-in-law of Rocky Lim and the brother of Josephine Tay.

MILESTONES

Efficient one-stop service catering to a wide range of customers and their needs



- REACHING GREATER HEIGHTS
- DEVELOPMENTS
- DISTRIBUTOR AND DEALER FOR MANY ESTABLISHED BRANDS
- OVER 30 YEARS OF RETAIL PRESENCE IN SINGAPORE
- A HERITAGE THAT STRETCHES BACK TO 1991
- A HERITAGE THAT STRETCHES BACK TO 1977

CORPORATE SOCIAL RESPONSIBILITY

Dear Stakeholders,

Human Resource

As we continue to navigate a world increasingly affected by the complexities of ongoing global challenges such as extreme climate change, geopolitical shifts, and economic volatility, the importance of sustainability has become even more evident, and the Group remains steadfast in our commitment towards corporate social responsibility.

The past year has presented us with rising costs, food and material shortages, supply chain volatility, and inflationary pressures. These challenges remain key concerns for the world at large, presenting both obstacles and opportunities for us to adapt and grow, and fostering a renewed focus to drive positive change through responsible and sustainable business practices as well as operations.

Environmental Stewardship

In terms of our environmental sustainability efforts, we are pleased to share that the Group has stepped up on our environmental initiatives this year. In addition to sourcing power from the national grid, we have successfully integrated solar power solutions into our operations. This shift has diversified our energy sources and making a measurable impact in minimising our environmental footprint.

Our organisation-wide paperless initiative also continues to gain traction. We actively encourage customers and business partners to embrace electronic formats for transactions, reducing paper consumption while simultaneously enhancing data security through encryption. This transition has not only benefited the environment but has also improved our operational efficiency by streamlining document management processes.

To find out more about our sustainability initiatives, please refer to our Sustainability Report 2024, which will be published separately in April 2025 and can be accessed from the Singapore Exchange website at www.sgx.com/securities/company-announcements.

Stakeholder Engagement

We understand that ethical business conduct is fundamental to our success and long-term sustainability. By actively engaging with our stakeholders, we ensure that open communication and feedback remain a cornerstone of our operations.

We recognise the importance of delivering value not just to our customers but to all those involved in our supply chain, including employees, suppliers, and the communities we serve; and our continued focus on integrating sustainability into every aspect of our business ensures that we remain a responsible corporate citizen.

This year, we continue to offer our employees enriching career development opportunities, maintaining a safe and supportive working environment, and participating in initiatives that benefit both the environment and the communities where we operate.

Human Capital

Our people are our most valuable asset. We are dedicated to empowering our employees by providing them with the resources and support to address their evolving needs. In addition to our ongoing focus on physical safety, we continue to prioritise mental health through counselling programmes and employee support platforms. These initiatives are designed to ensure that our workforce remains healthy, motivated, and engaged as we move forward together.

Charities and Community Engagement

Our corporate responsibility extends beyond business operations. We remain deeply committed to giving back to the communities in which we operate and serve in. This year, we have continued our tradition of making regular donations to causes that align with our corporate philosophy and values, and we have expanded our efforts to ensure that our impact is both meaningful and sustainable to create a better future for all.



CORPORATE SOCIAL RESPONSIBILITY



Whistle Blowing Policy

Ethical business conduct remains central to our operations. Our established whistle-blowing policy encourages transparency and accountability, with all reports handled confidentially by our Audit Committee. This mechanism helps us maintain the highest standards of integrity throughout our organisation.

Investor Relations Efforts

As a publicly listed company on the Singapore Stock Exchange, Choo Chiang fulfils our obligation to make timely disclosures of material information, ensuring our shareholders remain informed of developments that may impact our performance and share price. Information on the Group's latest announcements can be accessed through the Singapore Exchange website at www.sgx.com/securities/company-announcements and our website at www.choochiang.com.

CORPORATE INFORMATION

BOARD OF DIRECTORS

MR LIM TECK CHUAN, THOMAS
(Executive Chairman and Chief Executive Officer)

MR LIM TECK SENG, ROCKY
(Executive Director)

MR LIM TECK CHAI, DANNY
(Lead Independent Director)

MR SHO KIAN HIN, ERIC
(Independent Director)

MR TAN SOON LIANG
(Independent Director)

AUDIT COMMITTEE

MR SHO KIAN HIN, ERIC
(Chairperson)

MR TAN SOON LIANG
(Member)

MR LIM TECK CHAI, DANNY
(Member)

REMUNERATION COMMITTEE

MR LIM TECK CHAI, DANNY
(Chairperson)

MR SHO KIAN HIN, ERIC
(Member)

MR TAN SOON LIANG
(Member)

NOMINATING COMMITTEE

MR TAN SOON LIANG
(Chairperson)

MR LIM TECK CHUAN, THOMAS
(Member)

MR LIM TECK CHAI, DANNY
(Member)

MR SHO KIAN HIN, ERIC
(Member)

COMPANY SECRETARIES

MS TAN SHU BING, ACS
MR MORLAND FU, CA

SHARE REGISTRAR

B.A.C.S. Private Limited
77 Robinson Road, #06-03 Robinson 77,
Singapore 068896

SPONSOR

SAC Capital Private Limited
1 Robinson Road
#21-01 AIA Tower
Singapore 048542

AUDITOR

Forvis Mazars LLP
135 Cecil Street
#10-01
Singapore 069536

Partner-in-charge:
Mr Tan Chee Tyan
(Appointed with effect from the financial year ended
31 December 2020)

REGISTERED OFFICE

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Singapore 738388
Website: <https://www.choochiang.com/>
T +65 6368 5922
F +65 6363 5922

INVESTOR RELATIONS

Choo Chiang Holdings Ltd.
Email: ir@choochiang.com

CORPORATE GOVERNANCE REPORT FY2024

The board of directors (the “**Board**”) and the management (the “**Management**”) of Choo Chiang Holdings Ltd. (the “**Company**”) are committed to achieving a high standard of corporate governance within the Company and its subsidiaries (the “**Group**”). Underlying this commitment is the belief that good corporate governance will help to enhance corporate performance and protect the interests of the Company’s shareholders (“**Shareholders**”).

This report describes the Company’s corporate governance processes and structures that were in place throughout the financial year ended 31 December 2024 (“**FY2024**”), with specific reference to the principles and provisions of the Code of Corporate Governance 2018, which was issued by Monetary Authority of Singapore on 6 August 2018 (the “**2018 Code**”).

The Board is pleased to confirm that the Company has adhered to the core principles of the 2018 Code and any deviations from its provisions are explained in this report.

Principle 1: The Board’s Conduct of its Affairs

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

Provision 1.1 – Principal functions of the Board

The Board is collectively responsible for the long-term success of the Group and is accountable to Shareholders. The functions of the Board include the following which are also part of the matters reserved for the Board’s approval:-

- a) set the Company’s code of conduct, values and standards (including ethical standards), and ensures that obligations to Shareholders and other stakeholders are understood and duly met;
- b) deciding on strategic objectives, key business initiatives, major investments and funding matters;
- c) monitoring the performance of the Management and reviewing the financial performance of the Group;
- d) implementing effective risk management systems including safeguarding of Shareholders’ interest and the Company’s assets and ensuring the adequacy of the Group’s internal controls;
- e) approving nominations to the Board and appointments to the various Board committees;
- f) considering sustainability issues relating to the environmental, social and governance aspects of the Group’s business and strategy;
- g) providing oversight in the proper conduct of the Group’s business and assuming responsibility for corporate governance, including ensuring proper accountability within the Group; and
- h) ensuring compliance with the Code of Corporate Governance, the Singapore Companies Act 1967, the Company’s Constitution, the SGX-ST Listing Manual Section B: Rules of Catalist (the “**Catalist Rules**”), accounting standards and other relevant statutes and regulations.

Each director is required to promptly disclose any conflicts or potential conflicts of interest, whether direct or indirect, in relation to a transaction contemplated by the Group. Where a potential conflict of interest arises, the Director concerned does not participate in discussion and refrains from exercising any influence over other members of the Board.

Provision 1.2 – Directors’ orientation and training

The Company recognises the importance of appropriate training for its Directors. Directors are constantly kept abreast of developments in regulatory, legal and accounting frameworks that are of relevance to the Group through participation in seminars and workshops. The training of Directors will be arranged and funded by the Company. Please also refer to Principle 4 regarding the Nominating Committee (“**NC**”)’s plan for the Directors’ training and professional development programmes.

CORPORATE GOVERNANCE REPORT FY2024

The Board ensures that new incoming directors are familiarised with the Group's businesses and corporate governance practices upon their appointment, to facilitate the effective discharge of their duties. A formal letter will be sent to newly appointed directors upon their appointment explaining, among other things, their roles, duties and responsibilities as members of the Board. The Board ensures that any incoming Director will be given an orientation on the Group's business strategies and operations and governance practices to facilitate the effective discharge of his duties. A visit to the Company's principal place of operations and warehouse will be arranged where necessary.

In accordance with Rule 406(3)(a) of the Catalist Rules, the Company will arrange any newly appointed director, who has no prior experience as a director of an issuer listed on the SGX-ST to attend mandatory training as prescribed by the SGX-ST on roles and responsibilities. During FY2024, no new Director was appointed to the Board.

The Board as a whole is kept up-to-date on pertinent developments about the business, including the key changes in the relevant regulatory requirements and financial reporting standards, risk management, corporate governance and industry specific knowledge so as to enable them to properly discharge their duties as Board or Board Committee members. During FY2024, the following briefings and updates were provided to the Board:

- a) briefing by the Company's external auditors, Forvis Mazars LLP ("**Forvis Mazars**"), on
 - (i) the key developments in financial reporting and governance standards at the half-yearly meetings;
 - (ii) key audit matters to be disclosed in the annual report;
- b) briefing by the Company's Chief Executive Officer ("**CEO**") at each Board meeting on business and strategic developments of the Group;
- c) news releases issued by the SGX-ST and the Accounting and Corporate Regulatory Authority which are relevant to the Directors and circulated to the Board;
- d) training on Environmental, Social and Governance as prescribed by SGX-ST, pursuant to Catalist Rules 720(6); and
- e) regulatory updates from the Company's sponsor, SAC Capital Private Limited.

Provision 1.3 – Matters requiring Board approval

The Group has adopted internal guidelines governing matters that require the Board's approval which has been clearly communicated to the Management. The Board approves transactions exceeding certain threshold limits, while delegating authority for transactions below those prescribed limits to the respective Board Committees and specific members of the key management via a structured Delegation of Authority matrix, which is reviewed on a regular basis and accordingly revised when necessary.

Matters specifically reserved for the Board's approval include material acquisitions and disposal of assets, corporate or financial restructuring, capital expenditure budgets, review of performance, share issuances, dividends to Shareholders and interested person transactions. Clear directions have been imposed on the Management that such matters must be approved by the Board.

Provision 1.4 – Delegation by the Board

All of the Company's Directors objectively discharge their duties and responsibilities at all times as fiduciaries in the interests of the Group. To facilitate effective management, the Board delegates such functions and authority to the Board Committees without abdicating its responsibility. These committees include the Audit Committee ("**AC**"), the NC and the Remuneration Committee ("**RC**") (each a "**Board Committee**") and operate within clearly defined terms of reference and functional procedures. Each of these committees reports its activities regularly to the Board. Where necessary, the terms of reference and operating procedures would be updated to keep in line with the Catalist Rules and the Code.

These committees have the authority to examine particular issues within their terms of reference and report back to the Board with a fair recommendation. The ultimate responsibility for the final decision on all matters lies with the Board. The effectiveness of each committee is also constantly reviewed by the Board.

CORPORATE GOVERNANCE REPORT FY2024

The composition of the Board and Board Committees are as follows:

	Directors	Board Membership	Audit Committee	Nominating Committee	Remuneration Committee
1	Mr Lim Teck Chuan ("Thomas Lim")	Executive Chairman and CEO	-	Member	-
2	Mr Lim Teck Seng ("Rocky Lim")	Executive Director	-	-	-
3	Mr Lim Teck Chai, Danny ("Danny Lim")	Lead Independent Director	Member	Member	Chairperson
4	Mr Sho Kian Hin, Eric ("Eric Sho")	Independent Director	Chairperson	Member	Member
5	Mr Tan Soon Liang	Independent Director	Member	Chairperson	Member

Further information on the respective Board Committees is set out under the various Principles in this report.

Provision 1.5 – Board meetings, attendance and multiple commitments

The Board meets at least twice in a year to approve, among others, announcements of the Group's half-yearly and full year financial results. The Board may have informal discussions on matters requiring urgent attention, which would then be formally confirmed and approved by circulating resolutions in writing. Ad-hoc meetings are also convened as and when they are deemed necessary. As provided in the Company's Constitution, the Board may convene telephonic and videoconferencing meetings.

The number of Board and Board Committee meetings during FY2024 and the attendance of each Director are set out below:

	Board		Audit Committee		Nominating Committee		Remuneration Committee	
	No. of Meetings Held ⁽¹⁾	No. of Meetings Attended	No. of Meetings Held ⁽¹⁾	No. of Meetings Attended	No. of Meetings Held ⁽¹⁾	No. of Meetings Attended	No. of Meetings Held ⁽¹⁾	No. of Meetings Attended
Mr Thomas Lim	2	2	2	2 ⁽²⁾	1	1	1	1 ⁽²⁾
Mr Rocky Lim	2	2	2	2 ⁽²⁾	1	1 ⁽²⁾	1	1 ⁽²⁾
Mr Danny Lim	2	2	2	2	1	1	1	1
Mr Eric Sho	2	2	2	2	1	1	1	1
Mr Tan Soon Liang	2	2	2	2	1	1	1	1

(1) Represents the number of meetings during FY2024.

(2) Attendance at meetings that were held on a "By Invitation" basis.

All Directors are required to declare their board appointments. When a director has multiple board representation, the NC will consider whether the director is able to adequately carry out his duties as a director of the Company, taking into consideration the director's number of listed company board representations and other principal commitments. The NC has reviewed and is satisfied Mr Danny Lim, Mr Eric Sho and Mr Tan Soon Liang who sit on multiple boards, have been able to devote sufficient time and attention to the affairs of the Company to adequately discharge their duties as Directors of the Company.

CORPORATE GOVERNANCE REPORT FY2024

Provision 1.6 – Access to information

The Board is provided with adequate information by the Management in a timely manner and prior to Board meetings on matters to be deliberated. This facilitates an informed decision-making process to enable the Directors to discharge their duties and responsibilities. Directors are also updated on initiatives and developments on the Group's business whenever possible on an on-going basis. All Directors are entitled to be provided with any additional information needed to make informed decisions.

Provision 1.7 – Access to Management and Company Secretary

The Directors have separate and unrestricted access to the Management, and the company secretaries and where it is necessary for the Directors to seek independent professional advice to effectively discharge their duties, the Directors can, whether as a group or individually, seek the requisite advice at the Company's expense.

The company secretaries and/or their representatives are required to attend all Board and Board Committee meetings and assists the Board and the Board Committees in ensuring that the respective procedures are followed and the applicable rules and regulations are complied with.

Under the direction of the Chairman, the company secretaries' responsibilities include ensuring good information flows with the Board and its Board committees and between the Management and Independent Directors, advising the Board on all governance matters as well as facilitating orientation and assisting with professional development as required.

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

Principle 2: Board Composition and Guidance

The Board has an appropriate level of independence and diversity of thought and background in its composition to enable it to make decisions in the best interests of the company.

Provision 2.1 – Board Independence

As set out under the 2018 Code, an independent director is one who is independent in conduct, character and judgement, and has no relationship with the company, its related corporations, its substantial shareholders or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the director's independent business judgement in the best interests of the company. The NC assess and reviews annually the independence of a director bearing in mind the salient factors as set out under the 2018 Code as well as all other relevant circumstances and facts.

Each Independent Director is required to complete a Director's Independence Checklist annually to confirm his independence based on the 2018 Code. The Directors must also confirm whether they consider themselves independent despite not having any relationship identified in the 2018 Code. Based on the confirmation of independence submitted by the Independent Directors, the NC was of the view that each Independent Director is independent on the following basis:

- (a) The Independent Directors: (i) are not employed by the Company or any of its related corporations in the current or any of the past three (3) financial years; and (ii) do not have an immediate family member who is employed or has been employed by the Company or any of its related corporations in the current or past three (3) financial years, and whose remuneration on is determined by the RC.
- (b) None of the Independent Directors has served on the Board beyond nine (9) years from the date of his first appointment.
- (c) None of the Independent Directors and their immediate family members had in the current or immediate past financial year (i) provided or received material services or significant payments to and/or from the Group when aggregated over any financial year in excess of S\$50,000 for services other than compensation for board service; or (ii) was a substantial shareholder, partner, executive officer or a director of any organisation which provided or received material services or significant payments to and/or from the Group when aggregated over any financial year in excess of S\$200,000 for services rendered.
- (d) None of the Independent Directors are directly associated with a substantial Shareholder of the company in the current or immediate past financial year.

CORPORATE GOVERNANCE REPORT FY2024

Provision 2.2, 2.3 and 2.4 – Board composition and diversity

The Board currently comprises five (5) Directors, three (3) of whom are Independent and Non-Executive Directors and two (2) are Executive Directors. As the Chairman is not independent, the Independent and Non-Executive Directors make up a majority of the Board. Accordingly, the Company has complied with Provisions 2.2 and 2.3 of the 2018 Code.

The Company is committed to build a diverse, inclusive and collaborative culture. The Company recognises and embraces the benefits of diversity on the Board, and views diversity at the Board level as an essential element in supporting the attainment of its strategic objectives and its sustainable development.

The Board Diversity Policy provides that, in reviewing Board composition and succession planning, the NC will consider the benefits of all aspects of diversity, including diversity of skills, business experience, industry discipline, gender, age, ethnicity and culture, geographical background and nationalities, tenure of service and other relevant factors. These differences will be considered in determining the optimum composition of the Board and when possible should be balanced appropriately. All Board appointments are made based on merit, in the context of the skills, experience, independence and knowledge which the Board as a whole requires to be effective. Diversity is a key criterion in the instructions to external search consultants.

The NC has reviewed and is satisfied that the current composition and board size is appropriate for effective decision making, having taken into consideration the nature and scope of the Group's operations. The three (3) Independent Directors, who make up more than half of the Board, provide the Board with independent and objective judgment on corporate affairs of the Company.

The Board with the assistance of the NC is proactive in seeking to maintain an appropriate balance of expertise, skills and attributes among the Directors, and this is reflected in the diversity of backgrounds and the competency of each of the Directors.

Board diversity target is to maintain overall balance and competency of the Board. Such competency includes accounting, legal, relevant industry knowledge, entrepreneurial and management experience, familiarity with relevant regulatory requirements and risk management. This diversity and competency allow the Management to tap on the broad range of views and perspective and the breadth of experience of the Directors. The board diversity target is achieved.

The Board took the following steps to maintain or enhance its balance and diversity:

- a) Annual review by the NC to assess if the existing attributes and core competencies of the Board are complementary and enhance the efficacy of the Board; and
- b) Annual evaluation by the Directors of the skill sets the other Directors possess, with a view to understand the range of expertise which is lacking by the Board.

Provision 2.5 – Non-executive directors and/or independent directors meet without presence of management

During the year, the Independent and Non-Executive Directors communicated among themselves and met without the presence of the Management as and when warranted. The Lead Independent Director subsequently provides material feedback received to the Board.

Principle 3: Chairman and Chief Executive Officer

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

Provision 3.1 – Separation of the role of the Chairman and the CEO

Mr Thomas Lim is the Company's Executive Chairman and CEO. He is the founder of the Group and has played an instrumental role in developing the Group's business since its establishment. He has considerable industry experience and a wide business network and has also provided the Group with strong leadership and vision. Taking into account the size, scope and the nature of the operations of the Group, as well as the familiarity of Mr Thomas Lim at managing the affairs of the Group, the Board is of the view that it is in the interest of the Group to adopt a single leadership structure.

CORPORATE GOVERNANCE REPORT FY2024

Provision 3.2 – Role of the Chairman and the CEO

Mr Thomas Lim, as the Executive Chairman and the CEO, is responsible for implementing the Group's strategies and policies as well as the day-to-day management of the Group's operations. He also leads the Board to ensure its effectiveness on all aspects of its role and set the agenda for the Board meetings, in particular strategic issues. The Executive Chairman also sets guidelines and ensures quality, completeness, adequacy and timeliness of information between the Board and the Management, facilitates the effective contribution of the Non-Executive Directors, and builds constructive relations within the Board and between the Board and the Management. The Executive Chairman ensures effective communication between the Board and Shareholders and promotes high standards of corporate governance.

There is no concentration of power as the Group is run objectively on a transparent basis and the Board feels that there is adequate representation of Independent Directors (more than half) on the Board. All major decisions made by the Board are subject to majority approval of the Board. The Board believes that there are adequate safeguards and checks in place to ensure that the process of decision-making by the Board is independent, based on collective decisions without any individual or group of individuals being able to exercise considerable concentration of power or influence.

Provision 3.3 – Lead Independent Director

In view of the dual roles of the Chairman and the CEO by Mr Thomas Lim, the Board is mindful of the need to appoint a lead independent director to provide focal leadership in situations where the Chairman is conflicted. In this regard, the Board has appointed Mr Danny Lim as the Lead Independent Director to co-ordinate and lead the Independent Directors to provide a non-executive perspective and contribute to a balance of viewpoints on the Board. He is the principal liaison on board issues between the Independent Directors and the Executive Chairman. He is available to any Shareholders who may have concerns, where contact through the normal channels via the Executive Chairman and CEO, the Executive Director and/or the Chief Financial Officer (the "CFO") of the Company has failed to provide satisfactory resolution, or where such contact is inappropriate.

All the Board Committees are chaired by Independent Directors and more than half of the Board composition consists of Independent Directors. The Board is of the view there are sufficient safeguards and checks in place to ensure that the process of decision-making by the Directors is independent and based on collective decision-making without the Executive Chairman and CEO being able to exercise considerable power or influence.

The NC has also reviewed the Board's performance as a whole and was satisfied that members of the Board possess the relevant core competencies in areas of accounting and finance, legal, business and management experience, and strategic planning. In particular, the non-executive Directors, who are mostly professionals in their selected fields, are able to take a broader view of the Group's activities, contribute their valuable experience and provide independent judgment during the Board's deliberation on Group's matters.

Principle 4: Board Membership

The Board has a formal and transparent process for the appointment and re-appointment of directors, taking into account the need for progressive renewal of the Board.

Provision 4.1 and 4.2 – Composition of the NC

The NC consists of three (3) Independent Directors (including the Lead Independent Director) and one (1) Executive Director. The majority of the members of the NC, including the NC Chairperson, is independent.

Mr Tan Soon Liang – Chairperson

Mr Danny Lim – Member

Mr Eric Sho – Member

Mr Thomas Lim – Member

CORPORATE GOVERNANCE REPORT FY2024

The key terms of reference of the NC include:

- a) evaluate and review nominations for appointment and re-appointment to the Board and the various committees;
- b) nominate directors for re-election at the Company's annual general meeting ("AGM"), having regard to the Director's contribution and performance;
- c) review and approve all promotions of key management;
- d) determine annually and as and when circumstances require if a Director is independent;
- e) recommend to the Board the process for the evaluation of the performance of the Board, the Board committees, individual Directors, and propose objective performance criteria to assess the effectiveness of the Board as a whole, the Board Committees and the contribution of each Director;
- f) decide whether or not a Director is able to and has been adequately carrying out his duties as Director of the Company;
- g) review and make recommendations to the Board on relevant matters relating to the succession plans of the Board in particular, the Chairman, the CEO and key management; and
- h) review the training and professional development programmes for the Board.

The NC makes recommendations to the Board on relevant matters relating to the Board including succession planning; all board appointments/re-appointments of Directors, taking into consideration composition of the Board and progressive renewal of the Board; how the Director fits into the overall competency matrix of the Board as well as the Director's contribution and performance at Board meetings, including attendance, preparedness and participation; training and professional development programmes for the Board.

The Company has an open policy for professional training for all the Board members, including Executive Directors and Independent Directors. The Company endorses the Singapore Institute of Directors ("SID") training programmes and sets a budget for such training and professional development programmes. All Board members are encouraged to attend any relevant training organised by the SID or any other organisation which provides relevant training courses for Directors. The cost of such training will be borne by the Company.

Provision 4.3 – Board Renewal

The NC has in place formal written procedures for making recommendations to the Board on the selection and appointment of Directors. Such procedures would be activated when a vacancy on the Board arises or when the Board is considering making a new Board appointment either to enhance the core competency of the Board or for purpose of progressive renewal of the Board.

In identifying suitable candidates, the NC may:

- a) advertise or use services of external advisers to facilitate a search;
- b) approach alternative sources such as the SID; or
- c) consider candidates from a wide range of backgrounds from internal or external sources.

After short listing the candidates, the NC shall:

- a) consider and interview all candidates on merit against objective criteria, taking into consideration that appointees have enough time available to devote to the position; and
- b) evaluate and agree on a preferred candidate for recommendation to and appointment by the Board.

CORPORATE GOVERNANCE REPORT FY2024

Provision 4.4 – Independence review of Directors

As mentioned under Provision 2.1 above, the NC also reviews the independence of the Directors annually based on the 2018 Code and the Catalist Rules and has affirmed that Mr Danny Lim, Mr Eric Sho and Mr Tan Soon Liang are independent.

Based on Rule 720(4) of the Catalist Rules, a listed issuer must have all directors submit themselves for re-nomination and re-appointment at least once every three years. Regulation 114 of the Company's Constitution also provides that at least one-third of the Directors shall retire from office at the AGM. Accordingly, Mr Thomas Lim and Mr Tan Soon Liang will retire at the forthcoming AGM. Mr Thomas Lim is the brother of Mr Rocky Lim, the Company Executive Director. The NC has recommended to the Board that the retiring Directors be nominated for re-election. In recommending the above Directors for re-election, the NC has given regard to the results of the Board's assessment in respect of their competencies in fulfilling their responsibilities and contributions as Directors to the Board. The NC has also reviewed and affirmed the independence of Mr Tan Soon Liang and is of the view that there are no relationships identified in the 2018 Code and the Catalist Rules which would affect his independence.

The key information on the Directors as at the date of this Report is set out below:

Name of Director	Mr Thomas Lim	Mr Rocky Lim	Mr Danny Lim	Mr Eric Sho	Mr Tan Soon Liang
Job Title	Executive Chairman and CEO, NC Member.	Executive Director.	Lead Independent Director, Chairperson of RC, AC Member and NC Member.	Independent Director, Chairperson of AC, RC Member and NC Member.	Independent Director, Chairperson of NC, RC Member and AC Member.
Date of initial appointment	5 September 2014	5 September 2014	20 August 2018	13 November 2018	20 August 2018
Date of last re-appointment (if applicable)	27 April 2023	25 April 2024	27 April 2023	25 April 2024	27 April 2022
Age	69	63	51	55	52
Country of principal residence	Singapore	Singapore	Singapore	Malaysia	Singapore
Professional qualifications	Nil	Nil	Bachelor of Law (Honours) degree from the National University of Singapore and Master of Science (Applied Finance) degree from the Nanyang Technological University	Fellow Membership of Association of Chartered Certified Accountants	Bachelor of Business (Honours) (Financial Analysis) from Nanyang Technological University, Master of Business Administration from University of Hull and CFA Charterholder from CFA Institute

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Name of Director	Mr Thomas Lim	Mr Rocky Lim	Mr Danny Lim	Mr Eric Sho	Mr Tan Soon Liang
Working experience and occupation(s) during the past 10 years	More than 40 years of experience in the electrical retail business.	More than 40 years of experience in the electrical retail business.	Mr. Danny Lim joined Rajah & Tann Singapore LLP upon graduation in May 1998 and has since been practicing and advising on all aspects of corporate legal advisory and transactional work, both locally and regionally. He has experience in acquisitions, investments, takeovers, initial public offerings and restructurings, and his clients include multinational corporations, small medium enterprises, private equity and institutional investors, Singapore and foreign listed companies, financial institutions and others.	<p>Mr. Eric Sho has over 20 years of experience in financial reporting and regulatory compliance and was involved in various financial related activities such as equity and pre-IPO fund raising, mergers and acquisitions, restructuring and group tax optimisation.</p> <p>Mr. Eric Sho started off his professional training with Victor & Company in 1990. He was with Ernst & Young Kuala Lumpur from 1995 as Assurance and Advisory Business Service Manager and left in 2002 to join the private sector. In 2007, Mr. Eric Sho was appointed as Executive Director and Chief Financial Officer of China Farm Equipment Limited, a company formerly listed on the Mainboard of the SGX-ST. After China Farm Equipment Limited was privatised in 2013, Mr. Eric Sho continued to remain involved in the ongoing corporate exercise until 2017 to list the company's assets in China.</p>	<p>Mr. Tan Soon Liang is the Founder and Managing Director of Ti Ventures Pte. Ltd., which invests in growing businesses and partner business owners by leading its corporate development, business transformation and mergers and acquisitions functions since May 2009. He is also the Managing Director of Omnibridge Capital Pte. Ltd., which focuses on early stage angel and venture capital investments in start-ups and fast growing companies in Asia. He is also Director of Ti Investment Holdings Pte Ltd since June 2010.</p> <p>Mr. Tan currently serves as an Independent Director of ISDN Holdings Limited, which is dual-listed on Main Board of the SGX-ST and SEHK. He also serves as an Independent Director of ValueMax Group Limited, Far East Group Limited, Stamford Land Corporation Limited, and EuroSports Global Limited. Mr Tan is also a Director of Spectra Secondary School since January 2022 and serves as President of Nanyang Business School Alumni Association at Nanyang Technological University since October 2021.</p>

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Name of Director	Mr Thomas Lim	Mr Rocky Lim	Mr Danny Lim	Mr Eric Sho	Mr Tan Soon Liang
Other Principal commitments (including Directorships)					
(i) Current					
- Public companies	Nil	Nil	(i) Stamford Land Corporation Ltd; (ii) Kimly Limited; (iii) Advancer Global Limited; and (iv) ValueMax Group Limited.	(i) OUE Healthcare Limited (ii) Figtree Holdings Limited; (iii) ISDN Holdings Limited; and (iv) JB Foods Limited.	(i) ISDN Holdings Limited; (ii) ValueMax Group Limited.; (iii) Far East Group Limited; (iv) Stamford Land Corporation Limited; and (v) EuroSports Global Limited.
- Private companies	(i) TL Investment Holdings Pte. Ltd.; (ii) Choo Chiang Marketing Pte. Ltd.; (iii) Choo Chiang Properties Pte. Ltd.; and (iv) Choo Chiang Cable Support System Sdn. Bhd.	(i) Choo Chiang Marketing Pte. Ltd.; and (ii) Choo Chiang Properties Pte. Ltd.	Nil	(i) Hartanah Kencana Sdn. Bhd.	(i) ACH Investors Pte. Ltd.; (ii) Omnibridge Capital Ltd; (iii) Omnibridge Capital Pte. Ltd.; (iv) Omnibridge Investments Ltd; (v) Omnibridge Investment Partners Pte. Ltd.; (vi) Omnibridge Investments Pte. Ltd.; (vii) Ti Investment Holdings Pte. Ltd.; and (viii)Ti Ventures Pte. Ltd.
(ii) Past Directorships (within the last 5 years)					
- Public companies	Nil	Nil	Nil	(i) Sim Leisure Group Ltd; (ii) Versalink Holdings Ltd.; (iii) QT Vascular Ltd.; and (iv) Quantum Healthcare Ltd.	(i) Clearbridge Health Limited; (ii) GDS Global Limited; and (iii) Colex Holdings Limited ⁽¹⁾

(1) Colex Holdings Limited was privatised and delisted from the SGX-ST on 22 March 2023. Mr Tan Soon Liang resigned from his position as Independent Director of Colex Holdings Limited on 31 March 2023.

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Name of Director	Mr Thomas Lim	Mr Rocky Lim	Mr Danny Lim	Mr Eric Sho	Mr Tan Soon Liang
- Private companies	(i) CCM Ventures Pte. Ltd. (struck off); (ii) CCM Australia Pty. Ltd. (struck off); and (iii) Choo Chiang Project Solutions Pte. Ltd. (struck off).	(i) TL Investment Holdings Pte. Ltd.; and (ii) Choo Chiang Project Solutions Pte. Ltd. (struck off).	Nil	(i) China Farm Equipment Pte Ltd.	(i) Omnibridge Investment Partners Ltd. (struck off); (ii) Allin International Holdings Pte. Ltd (struck off); (iii) MG Investors Pte. Ltd. (struck off); (iv) The Learning Fort Pte Ltd (struck off); and (v) Allin Holdings Pte. Ltd.
Shareholding interest in the Company and its subsidiaries	Please refer to Directors' Statement, Directors' interests in shares or debentures of this Annual Report	Please refer to Directors' Statement, Directors' interests in shares or debentures of this Annual Report	Please refer to Directors' Statement, Directors' interests in shares or debentures of this Annual Report	Nil	Nil
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	Mr Thomas Lim and Mr Rocky Lim are brothers. Mr Thomas Lim is a controlling shareholder of the Company while Mr Rocky Lim is a substantial Shareholder of the Company.	Mr Thomas Lim and Mr Rocky Lim are brothers. Mr Thomas Lim is a controlling shareholder of the Company while Mr Rocky Lim is a substantial Shareholder of the Company.	Nil	Nil	Nil
Conflicts of interest	Nil	Nil	Nil	Nil	Nil
Appendix 7H undertaking	Yes	Yes	Yes	Yes	Yes

Pursuant to Rule 720(5) of the Catalist Rules of the SGX-ST, the information relating to the retiring Directors as set out in Appendix 7F of the Catalist Rules of the SGX-ST is disclosed below:

Name of Director to be re-elected		
	Mr Thomas Lim	Mr Tan Soon Liang
Date of appointment announcement (" Previous Announcement ")	Offer document dated 15 July 2015	20 August 2018
Changes from Previous Announcement	No.	No.

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Each member of the NC abstains from voting on any resolutions and making any recommendation and/or participating in discussion on matters in which he is interested.

Currently, the Company does not have any alternate Director on the Board.

Provision 4.5 – Directors’ time commitments

As set out under Provision 1.2, a formal letter will be sent to newly appointed directors to explain their roles, duties and responsibilities to the Company. Directors are also required to declare their board appointments as mentioned in Provision 1.5 above. To address the competing time commitments that are faced when Directors serve on multiple boards, the NC has discussed and agreed not to fix a maximum number of board representations but to take a holistic approach that, if the Directors do take up directorship in other listed companies, they will be able to adequately carry out their duties as Directors. Where necessary, the NC will make its assessment at the relevant time. The Board had accepted the NC’s recommendation. Details on directorships and principal commitments of the Directors are set out under “Director’s profile” section.

Principle 5: Board Performance

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

Provision 5.1 and 5.2 – Board Evaluation Process

A review of the Board, Board Committee and individual Director’s performance is conducted by the NC annually. On the recommendation of the NC, the Board has adopted an internal process for evaluating the effectiveness of the Board as a whole, the Board Committees and individual Directors. Each Board member will be required to complete an appraisal form, which takes into consideration factors such as Board structure, conduct of meetings, risk management and internal controls, commitment to and attendance at meetings, level of participation and contribution by the Directors. The appraisal form will be returned to the Company Secretary who will collate the results for the Chairman of the NC who will present the results and recommendations to the Board. The key objective of the evaluation exercise is to obtain constructive feedback from each Director to continually improve the Board’s performance.

The Board has not engaged any external facilitator in conducting the assessment of Board performance for this financial year. Where relevant, the NC will consider such engagements.

The NC, in assessing the contribution of each Director, had considered each Director’s attendance and participation at Board and Board Committee meetings, his qualification, experience and expertise and the time and effort dedicated to the Group’s business and affairs including the Management’s access to the Directors for guidance or exchange of views as and when necessary. In assessing the effectiveness of the Board as a whole, both quantitative and qualitative criteria are considered.

Principle 6: Procedures for developing remuneration policies

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

Provision 6.1 and 6.2 – Composition of the RC

The RC consists of three (3) members, all of whom including the RC Chairperson, are non-executive and independent:

Mr Danny Lim – Chairperson
Mr Eric Sho – Member
Mr Tan Soon Liang – Member

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According to its terms of reference, the responsibilities of the RC include the following:-

- a) make recommendations to the Board on a framework of remuneration for the Board and key management personnel of the Group and the specific remuneration packages for each Director (executive and independent) as well as for the key management personnel;
- b) review the Company's obligations arising in the event of termination of the Executive Directors and key management personnel's contracts of service, to ensure that such clauses are fair and reasonable and not overly generous;
- c) consider whether Directors, the CEO and key management personnel should be eligible for benefits under share schemes and such other long-term incentive schemes as may from time to time be implemented; and
- d) consider the remuneration disclosure requirements for Directors and the top five key management personnel as required by the Code of Corporate Governance.

Provision 6.3 – Remuneration framework

The RC is responsible for ensuring that a formal and transparent procedure is in place for developing policy and for determining the remuneration packages of individual directors and key management personnels ("**KMP**"). The RC recommends for the Board's endorsement, a framework of remuneration which covers all aspects of remuneration, including but not limited to directors' fees, salaries, allowances, bonuses, benefits-in-kind and specific remuneration packages for each director and key management.

As part of its review, the RC ensures that the Directors and key management personnel are adequately but not excessively remunerated as compared to industry benchmarks and other comparable companies. The RC also takes into consideration the Company's relative performance and the performance of individual Directors and key management personnel. Executive Directors are paid a basic salary and a performance-related bonus that are linked to the performance of the Company. Key management are paid basic salary and performance bonus.

On an annual basis, the RC reviews and approves the annual increments, variable bonus to be granted to the Executive Directors and the key management which are within specific mandates sought from the Board.

The RC also reviews the Company's obligations arising in the event of termination of the Executive Directors and key management to ensure that the contracts of service contain fair and reasonable termination clauses which are not overly generous.

Provision 6.4 – Remuneration consultant

The RC, has explicit authority within its terms of reference to seek appropriate expert advice in the field of executive compensation outside the Company on remuneration matters where necessary. There being no specific necessity, the RC did not seek the service of an external remuneration consultant in FY2024.

Principle 7: Level and mix of remuneration

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

Provision 7.1 and 7.3 – Remuneration of Executive Directors and key management

The RC conducts annual reviews of the compensation to ensure that the remuneration of the Executive Directors and key management commensurate with their performance and that of the Company, giving due regard to the financial and commercial health and business needs of the Group. In structuring the compensation framework, the RC also takes into account the risk policies of the Group, the need for the compensation to be symmetric with the risk outcomes and the time horizon of risks.

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In addition, to ensure the alignment of the Executive Directors and the key management with the interests of Shareholders and to promote the long-term success of the Company, the Company has adopted the Choo Chiang Performance Share Plan on 23 June 2015. The RC will at the relevant time look into granting share awards under the Choo Chiang Performance Share Plan. Further details of which are set out under write-ups in respect of Provision 8.3 below.

All revisions to the remuneration packages for the Executive Directors and key Management are subject to the review by and approval of the Board while Directors' fees are further subject to the approval of Shareholders.

The Company had entered into separate service agreements (the "**Service Agreements**") with each of Mr Thomas Lim and Mr Rocky Lim who are the Executive Directors, for a period of two (2) years from the date of the Company's listing on the SGX-ST in July 2015. Thereafter, the RC shall review the renewal of the Service Agreements (unless otherwise terminated by either party giving not less than six (6) months' prior written notice to the other).

Pursuant to their respective Service Agreements, Mr Thomas Lim and Mr Rocky Lim are entitled to a monthly salary and an annual wage supplement. They are also entitled to an annual performance bonus in respect of each financial year, which is calculated based on the Group's consolidated net profit before tax and exceptional items before taking into account the annual performance bonus. Under the Service Agreements, the salary, annual wage supplement and annual performance bonus shall be subject to annual review by the RC to be approved by the Board.

Having reviewed and considered the variable components of the remuneration on packages for the Executive Directors and the key management, which are deemed to be moderate, the RC is of the view that there is no need to institute contractual provisions to allow the Company to reclaim incentive components in exceptional circumstances of misstatement of financial results, or misconduct resulting in financial loss or fraud by Executive Directors and key management. The Board believes that the Company should be able to avail itself to remedies against the Executive Directors and key management in the event of such breach of fiduciary duties.

Provision 7.2 – Remuneration of Non-Executive Directors

In reviewing the structure and level of directors' fees for the Independent Non-Executive Directors, the RC considers their level of contribution taking into account factors such as effort and time spent, and their respective roles and responsibilities on the Board and the Board Committees. The Independent Directors receive a basic fee for their services. The RC also ensures that the Independent Directors should not be over-compensated to the extent that their independence may be compromised. No Director is involved in deciding his own remuneration package.

Principle 8: Disclosure on remuneration

The company is transparent on its remuneration policies, level and mix of remuneration, the procedure for setting remuneration, and the relationships between remuneration, performance and value creation.

Provision 8.1 and 8.2 – Disclosure of remuneration directors, CEO and top five key management personnel and remuneration of related employees

The following table sets out the breakdown of remuneration paid by the Company and its subsidiaries to each individual director and the CEO for FY2024:-

Remuneration Band and Name of Director	Salary %	Bonus/ Profit Sharing %	Fees %	Benefits in Kind %	Total %	Total (in dollars) S\$' 000
Mr Danny Lim	-	-	100	-	100	40
Mr Eric Sho	-	-	100	-	100	50
Mr Tan Soon Liang	-	-	100	-	100	40
Mr Rocky Lim	65	33	-	2	100	840
Mr Thomas Lim	54	45	-	1	100	1,617

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The Group links its remuneration policy to the achievement of key performance indicators. Key performance indicators of the Group are aimed towards financial performance and individual performance. The remuneration of Executive Directors and key management personnel are also in accordance with their service agreements, and increment and performance bonus are proposed based on the Group's performance review system and individual performance. Independent Directors and/or Non-Executive Directors are paid only directors' fee, subject to the approval of Shareholders at the AGM. The directors' fees paid to each Independent Directors and/or Non-Executive Directors comprise a basic fee with additional fees for the serving on the respective Board Committees.

Provision 8.1(b) of the 2018 Code recommends disclosure of remuneration of the top five key management personnel (who are not Directors or the CEO) on a named basis and in bands of S\$250,000. Provision 8.2 of the 2018 Code recommends disclosure of employee who is an immediate family member of a Director or the CEO or the substantial shareholder, and whose remuneration exceeds S\$100,000 during the year.

Based on the current organizational size and reporting structure of the Group, the four executives who are not directors or CEO of the Company are identified as the Group's top key management personnel. The names and profiles of these key executives of the Group are stated on page 16 of the annual report. One of the key executives, Ms Josephine Tay is the spouse of Mr Rocky Lim, the Group's Executive Director.

Given the sensitive nature of employee remuneration, and the competitive pressures from both within and outside the Group upon disclosing such information, the Board has decided that it may not be in the interests of the Company to disclose each key executive's remuneration in bands of \$250,000 and the total remuneration paid to these executives (as recommended in Provision 8.1), as well as the remuneration of employees who are substantial shareholders, or are immediate family members of a director, the CEO or a substantial shareholder of the Company (as recommended in Provision 8.2). The Board is of the view that the above disclosures on its remuneration policies and the relationships between remuneration, performance and value creation are sufficient for shareholders to understand the Group's remuneration level and structure.

Provision 8.3 – Forms of remuneration and details of employee share schemes

Details pertaining to the form of remuneration and other payments and benefits of Directors and key management are disclosed under Provisions 8.1 and 8.2 above.

2015 Choo Chiang Performance Share Plan

The Company has adopted the Choo Chiang Performance Share Plan ("**2015 PSP**") on 23 June 2015 which aims to reward eligible group employees, Executive Directors, Independent Directors and key management of the Group. Controlling Shareholders and their associates who meet the eligibility criteria shall be eligible to participate in the 2015 PSP provided that (a) the participation of, and (b) the terms of each grant and the actual number of awards granted to, such persons are approved by the independent Shareholders in separate resolutions for each such person. The 2015 PSP provides an incentive for eligible participants ("**Participants**") to achieve prescribed performance targets by awarding fully paid shares according to the extent to which these targets and/or time-based service conditions have been met. Under the 2015 PSP, the RC will determine the performance targets, taking into account both the medium and long-term corporate objectives of the Group and the individual performance of the Participant. As group employees work towards attaining such performance criteria, which can be tied to the financial performance or results of the Company, an anticipated award of shares can provide additional motivation for such employees to hit or exceed such performance conditions, aligning the employees' interests with the long-term growth and performance of the Company.

The aggregate number of ordinary shares in the issued share capital of the Company over which the RC may grant on any date, when added to the number of ordinary shares issued and issuable in respect of all shares granted under the 2015 PSP and any other share schemes to be implemented by the Company shall not exceed 15% of the issued share capital of the Company (excluding treasury shares and subsidiary holdings) on the day preceding the relevant date of award.

The 2015 PSP is administered by the RC comprising Mr Danny Lim (Chairperson), Mr Eric Sho and Mr Tan Soon Liang. Since its commencement till the date hereof, no awards has been granted under the 2015 PSP. Accordingly, none of the Directors, controlling Shareholders or their associates has been awarded any shares under the 2015 PSP and none of the participants was granted 5% or more of the total number of shares available under the 2015 PSP. The participants of the 2015 PSP do not include any directors or employees of any parent company and its subsidiaries.

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Adoption of the 2025 Choo Chiang Performance Share Plan

The 2015 PSP, adopted on 23 June 2015, has a maximum period of 10 years and is expiring on 22 June 2025. The Company will seek shareholders' approval for the adoption of a new share scheme, namely the 2025 Choo Chiang Performance Share Plan at the forthcoming AGM. The 2025 Choo Chiang Performance Share Plan will be on materially the same terms as the 2015 PSP. Further details of which can be found in the Appendix to Annual Report 2024.

Principle 9: Risk Management and Internal Controls

The Board is responsible for the governance of risk and ensures that Management maintains a sound system of risk management and internal controls, to safeguard the interests of the company and its shareholders.

Provision 9.1 – Nature and extent of risks

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

The Board, assisted by the AC, reviews annually and ensures that a sound system of risk management and internal controls is maintained by the Group to safeguard Shareholders' interests and the Group's assets and determines the nature and extent of the significant risks which the Group is willing to take in achieving its strategic objectives.

The AC has engaged the services of an independent accounting and auditing firm, Crowe Horwath First Trust Risk Advisory Pte Ltd, as its internal auditors ("IA") to review on a regular basis and in accordance with the Standards for the Professional Practice of Internal Auditing laid down by the International Professional Practices Framework issued by the Institute of Internal Auditors, the internal controls of the Group addressing financial, operational, compliance and information technology controls. Subsequent to the review, the IA will report its findings to the AC and will propose recommendations to enhance the Group's internal controls and to resolve any instances of inadequate internal control processes. The Management is responsible for the implementation of the various recommendations and will report the progress of implementation to the AC. No material high risk findings were noted in the IA report for FY2024 and all other findings' recommendations have been implemented and/or addressed by Management.

The Board and the AC work closely with the IA, external auditors and the Management to institute, execute and monitor relevant controls with a view to enhance the Group's risk management system. The Board did not establish a separate Board risk committee as it is currently assisted by the AC, IA and external auditors in carrying out its responsibility of overseeing the Group's risk management framework and policies.

The Board and the AC are responsible for (a) monitoring the risk of becoming subject to, or violating, any Sanctions Law; and (b) ensuring timely and accurate disclosures to SGX and other relevant authorities.

An overview of the key risks, the extent of the Group's exposure and the approach to managing these risks are set out on pages 91 to 99 of this Annual Report.

Provision 9.2 – Assurance from the CEO and CFO

For FY2024, the Board and the AC have received assurance from the CEO and the CFO that: (a) the financial records have been properly maintained and the Group's financial statements give a true and fair view of the Group's operations and finances; and (b) the Group's risk management and internal control systems are adequate and effective.

Based on the Group's framework of management controls in place, the internal control policies and procedures established and maintained by the Group, as well as the reviews performed by the IA and the external auditors, the Board with the concurrence of the AC, is of the view that the Group's internal controls, including financial, operational, compliance and information technology controls, and risk management systems in place during FY2024 are adequate and effective.

Management will continue to review and strengthen the Group's control environment and devote resources and expertise towards improving its internal policies and procedures to maintain a high level of governance and internal controls.

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Principle 10: Audit Committee

The Board has an AC which discharges its duties objectively.

Provision 10.1, 10.2 and 10.3 – Composition of the AC

The AC comprises three (3) members, all of whom including the AC Chairman, are independent and non-executive directors:

Mr Eric Sho – Chairperson
Mr Danny Lim – Member
Mr Tan Soon Liang – Member

None of the AC member is a former partner or director of, nor have any financial interest in the Company's existing auditing firm. The key written terms of reference of the AC, which is approved by the Board, are as follows:-

- a) review the adequacy, effectiveness, independence, scope of the Company's external audit and internal audit function, and review the results of the external and internal auditors' review and evaluation of the Group's system of internal controls;
- b) review the external auditors' reports;
- c) review with internal auditors the findings of their review report, internal control process and procedures, and make recommendations on the internal control process and procedures to be adopted by the Group;
- d) review the recommendations of the external and internal auditors and monitor the implementation of recommendations;
- e) review the co-operation given by the Directors and the Management to the external auditors and internal auditors;
- f) review the financial statements of the Company and the Group and the assurance from the CEO and CFO on the financial records and financial statements, and discuss any significant adjustments, major risk areas, changes in accounting policies, compliance with Singapore financial reporting standards, and concerns and issues arising from the audits including any matters which the auditors may wish to discuss in the absence of the Management, where necessary, before their submission to the Board for approval;
- g) commission and review the findings of internal investigation of any suspected fraud, irregularity or infringement of any relevant laws, rules or regulations, which has or is likely to have a material impact on the Group's operating results or financial position and the Management's response;
- h) making recommendations to the Board on the appointment, reappointment and removal of the external and internal auditors, and approving the remuneration and terms of engagement of the external and internal auditors;
- i) review the key financial risk areas, with a view to providing independent oversight on the Group's financial reporting, with the outcome of such review to be disclosed in the annual reports or, if the findings are material, to be immediately announced via SGXNet;
- j) review and recommend to the Board the types of risks or risk appetite the Company undertakes to achieve its business strategies. Oversee the risk management framework, policies and resources to manage and report risks within the Company's risk appetite;
- k) review, either internally or with the assistance of any third parties, and report to the Board at least annually the adequacy and effectiveness of the Company's internal controls, including financial, operational, compliance, risk management policies and information technology controls;
- l) recommend to the Board on the opinion and disclosure in the annual report on the adequacy and effectiveness of the Company's risk management and internal controls systems in accordance with the Catalyst Rules and the 2018 Code;

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- m) review interested person transactions, falling within the scope of Chapter 9 of the Catalist Rules, if any, and connected person transactions;
- n) review transactions falling within the scope of Chapter 10 of the Catalist Rules, if any;
- o) review any potential conflicts of interest and set framework to resolve or mitigate any potential conflict of interest;
- p) review and approve relevant policies and procedures implemented by the Group and conduct periodic review of such policies and procedures;
- q) undertake such other reviews and projects as may be requested by the Board and report to the Board its findings from time to time on matters arising and requiring the attention of the AC;
- r) review arrangements by which the Group's staff may, in confidence, raise concerns about improprieties in matters of financial reporting and to ensure those arrangements are in place for independent investigations of such matter and for appropriate follow-up; and
- s) undertake generally such other functions and duties as may be required by law or the Catalist Rules, and by such amendments made thereto from time to time.

Provision 10.4 – Internal audit function

The internal audit function of the Group is currently undertaken by Crowe Horwath First Trust Risk Advisory Pte Ltd. The engagement team is led by the Engagement Partner who has more than 25 years of experience in audit and assurance and internal audit. The engagement team consists of members who possess relevant experience as well as designations such as Certified Internal Auditor of the Institute of Internal Auditors (IIA) and Chartered Accountant of the Institute of Singapore Chartered Accountants (ISCA). The AC is satisfied that the IA function of the Group is independent and the internal auditors has adequately resourced to perform its function effectively, and is staffed by qualified and experienced professionals with relevant experience. Accordingly, the Company is in compliance with Rule 1204(10C) of the Catalist Rules. The AC approves the hiring, removal, evaluation and compensation of the internal auditors.

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

Further information on the Group's internal audit function are set out under the section "Risk Management and Internal Controls" in this report.

Provision 10.5 – AC activities during the year

The AC meets on a half-yearly basis and plays a key role in assisting the Board to review significant financial reporting issues and judgments to ensure the quality and integrity of the accounting reports, the audit procedures, internal controls, financial statements and any announcements relating to the Group's financial performance.

The AC meets with the internal auditors and the external auditors, in each case, without the presence of the Management, at least annually. Matters to discuss include the reasonableness of the financial reporting process, the internal control process, the adequacy of resources, audit arrangements with particular emphasis on the observations and recommendations of the external auditors, the scope and quality of their audits and the independence and objectivity of the external auditors and any matters that may be raised.

The AC also reviews the independence and objectivity of the external auditors annually. The aggregate amount of fees paid or payable to the Company's auditors, Forvis Mazars, for FY2024 is as below.

External Auditor Fees for FY2024	S\$'000
Audit fees	80

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The AC will review the scope and value of any non-audit services, which may be provided to the Group by the external auditors and should be satisfied that the nature and extent of any such services will not prejudice the independence and objectivity of the external auditors. Having considered that there has not been any non-audit services provided and non-audit fees paid during the financial year, the AC is satisfied with the independence and objectivity of Forvis Mazars and has recommended to the Board the nomination of Forvis Mazars for re-appointment as auditors of the Company at the forthcoming AGM.

The AC has explicit authority to investigate any matter within its terms of reference. It has full access to the Management and full discretion to invite any Director or key management personnel or any Executive Officer to attend its meetings. The AC is reasonably resourced to enable it to discharge its functions properly. During FY2024, the AC has received full co-operation from the Management and the Group's officers in the course of it carrying out its duties. It is also satisfied with the adequacy of the scope and quality of the external audits being conducted by Forvis Mazars.

The Company is in compliance with Rules 712 and 715 of the Catalist Rules in relation to the appointment of external auditors. Save for Choo Chiang Cable Support System Sdn. Bhd., a wholly-owned subsidiary of the Company incorporated in Malaysia which is not a principal subsidiary corporation, the Company and all its subsidiaries are incorporated in Singapore and have been audited by Forvis Mazars. Forvis Mazars is registered with the Accounting and Corporate Regulatory Authority of Singapore ("ACRA").

Mr Eric Sho, the AC Chairperson has extensive and practical accounting and financial management knowledge and experience and is competent to lead the AC and keep its members abreast of changes to accounting standards and issues which have a direct impact on financial statements. In addition, the AC is also briefed by the external auditors for updates on any changes to relevant accounting standards which could have an impact on the Group's business and financial statements.

The Company has adopted a Whistle-Blowing Policy, which has been made available to all employees of the Group, to provide a channel for the Group's employees to report in good faith and in confidence their concerns about possible improprieties in the matter of financial reporting or in other matters. The Company has designated the AC, an independent function, to investigate whistleblowing reports made in good faith, ensures that the identity of the whistleblower is kept confidential, discloses its commitment to ensure protection of the whistleblower against detrimental or unfair treatment and is responsible for oversight and monitoring of whistleblowing reports. The Whistle-Blowing Policy provides for procedures to validate concerns and for investigation to be carried out independently by the AC. Depending on the nature of the concern raised or information provided, the investigation will be conducted, involving one or more of the following parties: (i) the Audit Committee; (ii) the external auditor of the Group; and (iii) the relevant regulators or authorities. For FY2024, there were no reported incidents pertaining to whistle-blowing.

In line with the recommendations by ACRA, the Monetary Authority of Singapore and SGX-ST, the AC can help to improve transparency and enhance the quality of corporate reporting by providing a commentary on Key Audit Matters ("KAM"). The AC, having reviewed the KAM presented by Forvis Mazars in their financial report, have concurred and agreed with Forvis Mazars and Management on their assessment, judgements and estimates on the significant matters reported.

Principle 11: Shareholders' Rights and Conduct of General Meetings

The company treats all shareholders fairly and equitably in order to enable them to exercise shareholders' rights and have the opportunity to communicate their views on matters affecting the company.

The company gives shareholders a balanced and understandable assessment of its performance, position and prospects.

Provision 11.1, 11.2, 11.3 and 11.4 – Conduct of general meetings

Shareholders are encouraged to participate during the general meetings. Shareholders are informed of general meetings through notices contained in annual reports or circulars sent to all Shareholders. These notices are also posted onto the SGXNet and company's website.

All Shareholders are invited to participate and are given the right to vote on resolutions at general meetings. The company tables separate resolutions at general meetings of shareholders on each substantially separate issue unless the issues are interdependent and linked so as to form one significant proposal.

CORPORATE GOVERNANCE REPORT FY2024

Each item of special business included in the notice of the meeting is accompanied, where appropriate, by an explanation for the proposed resolution. A proxy form is posted onto the SGXNet together with the notice of general meeting to the Shareholders. The Company practises having separate resolutions at general meetings on each substantially separate issue. "Bundling" of resolutions are kept to a minimum and are done only where the resolutions are interdependent so as to form one significant proposal and only where there are reasons and material implications involved. The Company will put all resolutions to vote by poll and make an announcement of the detailed results showing the number of votes cast for and against each resolution and the respective percentages after the general meetings. An independent scrutineer firm is present to validate the votes at a general meeting.

The Company's Constitution allows for absentia voting subject to Directors' approval and implementation. However, as the authentication of Shareholder identity information and other related security issues still remain a concern, the Company has decided, for the time being, not to implement voting in absentia by mail, email or fax. Voting in absentia and by electronic mail may only be possible following careful study to ensure that integrity of the information and authentication of the identity of the Shareholders through the web is not compromised.

In FY2024, all Directors including Chairman of the Board and the respective Chairpersons of the AC, RC and NC, the Management, and the external auditors are in attendance at AGM of the Company to address any queries of Shareholders.

Provision 11.5 – Minutes of general meetings

The Company with the help of the company secretaries prepares minutes of general meetings that include substantial and relevant comments relating to the agenda of the meetings and responses from the Board and Management.

The proceeding of each of the general meetings will be properly recorded. All minutes of the general meetings will be available for inspection of Shareholders upon their request (upon approval by the Board). For the recent general meeting of the Company held in FY2024, the Company had published the minutes of the general meeting on its corporate website and the SGXNet within one month from the conclusion of the general meeting.

Provision 11.6 – Dividend policy

The Company does not have a fixed dividend policy currently in force. Nonetheless, the Company is of the view that the following disclosure would constitute a balanced and understandable assessment of its position on declaration of dividend, in line with the intent of Principle 11.

In considering the form, frequency and amount of dividends that the Board may recommend or declare in respect of any particular year or period, the Board takes into account various factors including:

- (i) the level of the Group's cash and retained earnings;
- (ii) the Group's actual and projected financial performance;
- (iii) the Group's projected levels of capital expenditure, investment plans and other growth opportunities;
- (iv) the Group's working capital requirements and general financing condition;
- (v) the Group's restrictions on payment of dividends imposed on the Group by the Group's financial arrangements (if any); and
- (vi) the general economic and business conditions in countries in which the Group may operate in the future.

The declaration and payment of final dividends will be determined at the sole discretion of the Directors, subject to the approval of Shareholders. The Directors may declare an interim dividend without the approval of Shareholders. For FY2024, the Company had paid an interim dividend of 1.10 Singapore cents and is recommending a final dividend and special dividend of 1.50 Singapore cents and 0.30 Singapore cents respectively to be approved at the forthcoming AGM. The total amount of dividend declared, if the final dividend and special dividend are approved by shareholders in the coming general meeting, in respect of FY2024 is approximately S\$6,022,000 (2023: S\$5,399,000) which represents 51.09% (2023: 51.22%) of the Group's profit attributable to owners of the Company in FY2024.

CORPORATE GOVERNANCE REPORT FY2024

Principle 12: Engagement with Shareholders

The company communicates regularly with its shareholders and facilitates the participation of shareholders during general meetings and other dialogues to allow shareholders to communicate their views on various matters affecting the company.

Provision 12.1, 12.2 and 12.3 – Stakeholder engagement

The Company treats all Shareholders fairly and equitably and respects Shareholders' rights. The Company continually reviews and updates governance arrangements with regard to Shareholders' rights.

Relevant information pertaining to the Group, such as changes in the Company or its business which may affect the share price or value of the Company is disseminated in a comprehensive, accurate and timely manner to Shareholders through public announcements via SGXNet or through circulars to Shareholders and the annual reports.

The Company does not practice selective disclosure. The Company avoids boilerplate disclosures and provides detailed and forthcoming disclosure in its announcements to the SGX-ST. Such announcements are also available on the Company's website <https://www.choochiang.com>.

The AGM is the principal forum for dialogue with all Shareholders. The Company encourages all Shareholders to attend the AGM to keep informed of the Group's strategy and goals and participate in the question and answer session. The Board also welcomes questions and views of Shareholders on matters affecting the Company raised either informally or formally before or during the AGM. The Directors, including the Chairman of each Board Committee and the Management will be present at the AGM to address shareholders' queries.

The Company has an internal investor relations function to facilitate the communication with all stakeholders (Shareholders, analysts and media) on a regular basis, to attend to their queries or concerns as well as to keep the investors apprised of the Group's corporate developments and financial performance. To enable Shareholders to contact the Company easily, the contact details of the investor relations function are set out in the contents page of this annual report as well as on the Company's website. The Company has procedures in place with regard to responding to investors' queries.

Principle 13: Managing stakeholder relationships

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

Provision 13.1, 13.2 and 13.3 – Stakeholder engagement

The Company undertakes a formal stakeholder engagement exercise, such as press releases, publications, surveys and customer feedback which conducted to identify material stakeholder groups which include shareholders, government and regulator, employees, media and public relations, suppliers, customers as well as the local communities. The Group has identified the environmental, social and governance factors that are important to these stakeholders. These factors form the materiality matrix upon which targets, metrics, programmes and progress are reviewed by and approved by the Board, before they are published annually in our sustainability report. Further details can be found in our sustainability report for the year ended 31 December 2024 which will be released by April 2025.

Contact details of our investor relations function are also listed on our corporate website to facilitate dialogue and queries from stakeholders.

CORPORATE GOVERNANCE REPORT FY2024

Dealing in Securities

The Group has adopted an internal compliance policy to provide guidance to its Directors and officers of the Group with regard to dealings in the Company's securities. The policy prohibits dealing in the Company's securities by all Directors and relevant officers of the Group while in possession of unpublished price-sensitive information and requires all Directors and relevant officers to observe the insider trading laws at all times even when dealing in securities within the permitted trading periods. Directors and relevant officers are discouraged from dealing in the Company's securities on short-term considerations and are prohibited from dealing in securities during the one (1) month period before the announcement of the Company's half-yearly and full year financial results. The Board will be kept informed when a Director trades in the Company's securities. The Directors and the Group's relevant officers are also required to adhere to the provisions of the Securities and Futures Act, the Companies Act, the Catalist Rules and any other relevant regulations with regard to their securities transactions. They are also expected to observe insider trading laws at all times even when dealing in securities within the permitted trading period. In view of the processes in place, in the opinion of the Directors, the Company has complied with Rule 1204(19) of the Catalist Rules on dealings in securities.

Material Contracts

Save for the material contracts as summarised below, there are no other material contracts of the Company or its subsidiaries involving the interest of the CEO, any Director or controlling Shareholder either still subsisting as at 31 December 2024 or if not then subsisting, entered into since the end of the previous financial year.

- **Personal guarantees provided by Mr Thomas Lim**

Mr Thomas Lim had provided personal guarantees to the Housing & Development Board in order for the Group to secure certain right-of-use assets. Mr Thomas Lim did not receive any benefit in kind, commission or interest from the Group for providing these personal guarantees.

Non-Sponsor Fees

In compliance with Rule 1204(21) of the Catalist Rules, there were no non-sponsor fees paid to the Company's sponsor, SAC Capital Private Limited during the financial year under review.

Interested Person Transactions

There is no general mandate from Shareholders for interested person transactions. The Company has established procedures to ensure that all transactions with interested persons are reported in a timely manner to the AC and that the transactions are carried out on an arm's length basis. The Company confirms that there were no interested person transactions during the financial year under review.

Non-Audit Fees

For FY2024, there were no non-audit fees paid to the Company's auditors, Forvis Mazars.

DIRECTORS' STATEMENT

The directors present their statement to the members together with the audited financial statements of the Group for the financial year ended 31 December 2024 and the statement of financial position of the Company as at 31 December 2024.

1. Opinion of the directors

In the opinion of the directors,

- (i) the financial statements of the Group and the statement of financial position of the Company are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024 and the financial performance, changes in equity and cash flows of the Group for the financial year ended on that date; and
- (ii) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

2. Directors

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

Lim Teck Chuan
Lim Teck Seng
Lim Teck Chai, Danny
Sho Kian Hin
Tan Soon Liang

3. Arrangements to enable directors to acquire shares or debentures

Neither at the end of nor at any time during the financial year was the Company a party to any arrangement whose objects were, or one of the objects was, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate, except as disclosed in paragraphs 4 and 5 below.

4. Directors' interests in shares or debentures

The directors of the Company holding office at the end of the financial year had no interests in the shares and debentures of the Company and its related corporations as recorded in the Register of Directors' Shareholdings kept by the Company under Section 164 of the Singapore Companies Act 1967 (the "Act"), except as disclosed below:

Name of directors and companies in which interests are held	Shareholdings registered in name of directors	
	At beginning of year	At end of year
Immediate and ultimate holding company		
(Ordinary shares)		
- TL Investment Holdings Pte. Ltd.		
Lim Teck Chuan	100,000	100,000
The Company		
(Ordinary shares)		
- Choo Chiang Holdings Ltd.		
Lim Teck Seng	14,560,000	14,560,000

DIRECTORS' STATEMENT

4. Directors' interests in shares or debentures (Continued)

The issued share capital of TL Investment Holdings Pte. Ltd. comprised 100,000 ordinary shares as at the date hereof.

Name of directors and company in which interests are held	Shareholdings in which directors are deemed to have an interest	
	At beginning of year	At end of year
The Company		
(Ordinary shares)		
- Choo Chiang Holdings Ltd.		
Lim Teck Chuan	131,040,000	131,040,000
Lim Teck Seng	260,000	260,000
Lim Teck Chai, Danny	130,000	130,000

By virtue of Section 7 of the Singapore Companies Act 1967, Mr Lim Teck Chuan is deemed to have an interest in all the related corporations of the Company.

The Directors' interests in the shares of the Company at 21 January 2025 were the same at 31 December 2024.

5. Audit committee

The Audit Committee of the Company comprises three non-executive directors and at the date of this report, they are:

Sho Kian Hin (Chairperson)
 Tan Soon Liang
 Lim Teck Chai, Danny

The Audit Committee has convened two meetings during the year with key management and the internal and external auditors of the Company.

The Audit Committee carried out its functions in accordance with Section 201B (5) of the Act, the Listing Manual Section B: Rules of Catalist ("Catalist Rules") of the Singapore Exchange Securities Trading Limited ("SGX-ST") and the Code of Corporate Governance. In performing those functions, the Audit Committee:

- (i) reviewed the audit plan and results of the external audit, the independence and objectivity of the external auditors, including, where applicable, the review of the nature and extent of non-audit services provided by the external auditors to the Group;
- (ii) reviewed the audit plans of the internal auditors of the Group and their evaluation of the adequacy of the Group's system of internal accounting controls;
- (iii) reviewed the Group's annual financial statements and the external auditors' report on the annual financial statements of the Group and of the Company before their submission to the Board of Directors;
- (iv) reviewed the half-yearly and annual announcements on the results of the Group and financial position of the Group and of the Company;
- (v) reviewed and assessed the adequacy of the Group's risk management processes;
- (vi) reviewed and checked the Group's compliance with legal requirements and regulations, including the related compliance policies and programmes and reports received from regulators, if any;

**DIRECTORS'
STATEMENT****5. Audit committee** (Continued)

- (vii) reviewed interested person transactions in accordance with the Catalist Rules of SGX-ST;
- (viii) reviewed the nomination of external auditors and gave approval of their compensation; and
- (ix) submitted of report of actions and minutes of the audit committee to the Board of Directors with any recommendations as the audit committee deems appropriate.

The Audit Committee has full access to and has the co-operation of the management and has been given the resources required for it to discharge its function properly. It also has full discretion to invite any Director and Executive Officer to attend its meetings. The external and internal auditors have unrestricted access to the Audit Committee.

The Audit Committee has recommended to the Directors the nomination of Forvis Mazars LLP (formerly known as Mazars LLP) for re-appointment as external auditors of the Group at the forthcoming AGM of the Company.

6. Auditors

The auditors, Forvis Mazars LLP (formerly known as Mazars LLP), have expressed their willingness to accept re-appointment.

On behalf of the Board of Directors

Lim Teck Chuan

Director

Singapore
21 March 2025

Lim Teck Seng

Director

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF CHOO CHIANG HOLDINGS LTD.

Report on the Audit of Financial Statements

Opinion

We have audited the financial statements of Choo Chiang Holdings Ltd. (the "Company") and its subsidiaries (the "Group") which comprise the statements of financial position of the Group and of the Company as at 31 December 2024, and the statements of profit or loss and other comprehensive income, changes in equity and cash flows of the Group for the financial year then ended, and notes to the financial statements, including a summary of material accounting policy information.

In our opinion, the accompanying financial statements of the Group and the statement of financial position of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)s") so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024 and of the financial performance, changes in equity and cash flows of the Group for the financial year ended on that date.

Basis for Opinion

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

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF CHOO CHIANG HOLDINGS LTD.

Report on the Audit of Financial Statements (Continued)

Key Audit Matters

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

Loss allowance for trade receivables (Note 11) <i>Refer to Note 3 (Critical accounting judgements and key sources of estimation uncertainty), Note 11 (Trade receivables) and Note 31 (Financial instruments and financial risks – credit risk).</i>	
Key Audit Matter	Our Audit Response
<p>As at 31 December 2024, the Group's trade receivables were \$6.43 million (2023: \$6.17 million), representing a significant balance on the statement of financial position of the Group.</p> <p>With reference to SFRS(I) 9 <i>Financial Instruments</i> ("SFRS(I) 9"), the Group adopts a simplified approach for the recognition of the loss allowance for trade receivables, which are carried at amortised cost, at an amount equal to lifetime expected credit losses ("ECL") and has also used the practical expedient permitted in SFRS(I) 9 in the form of a provision matrix.</p> <p>The assessment of the credit risk and the measurement of ECL require the use of significant judgement and estimates. Any impairment losses or gains resulting from the recognition or reversal of ECL are recognised in profit or loss as an adjustment to the loss allowance at the reporting date.</p>	<p>Our audit procedures included, and were not limited to, the following:</p> <ul style="list-style-type: none"> ● Obtained an understanding of the Group's application of SFRS(I) 9 and assessed the appropriateness thereof; ● Assessed the reasonableness of the provision matrix applied by the Group in their measurement of ECL for trade receivables; ● Selected samples and obtained the trade receivables confirmation replies to ascertain the existence and validity of the trade receivables. For non-reply trade receivables confirmations, we vouched to subsequent settlements and corresponding acknowledged delivery orders and invoices for the selected samples as alternative procedures; ● Reviewed the accuracy and completeness of the trade receivables aging as at year end, and performed independent checks on the historical collection pattern for customers with past due receivables and the subsequent collection from customers; and ● Reviewed the completeness and appropriateness of corresponding disclosures made in the financial statements.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF CHOO CHIANG HOLDINGS LTD.

Report on the Audit of Financial Statements (Continued)

Key Audit Matters (Continued)

Valuation for inventories (Note 14) <i>Refer to Note 3 (Critical accounting judgements and key sources of estimation uncertainty) and Note 14 (Inventories).</i>	
Key Audit Matter	Our Audit Response
<p>As at 31 December 2024, the Group's inventories were \$22.54 million (2023: \$20.82 million), representing a significant balance on the statement of financial position of the Group.</p> <p>At the end of each reporting period, management assesses whether there are any inventories stated at cost which are above their net realisable value ("NRV"). If so, these inventories are written down to their NRV.</p> <p>Management's allowance for inventory obsolescence is subjective and is influenced by estimates concerning the level of sale activity.</p>	<p>Our audit procedures included, and were not limited to, the following:</p> <ul style="list-style-type: none"> • Discussed with management on the Group's policy on making allowance for inventory obsolescence; • Evaluated management's basis for the inventory provisions, outcome of estimations and methodology applied to identify slow moving and obsolete inventories; • Reviewed management's assessment of the estimation of NRV of inventories as at 31 December 2024 to determine whether the inventories are measured at the lower of cost and NRV; • Attended and observed the inventory count conducted by management at the year end and assessed the adequacy of controls in place for the inventory count to ascertain that inventories are in good and saleable condition; and • Tested the Group's application of the weighted average cost method and the appropriateness of the carrying amount of the inventories, with reference to the NRV of the inventories selected in our testing.

Other information

Management is responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and the independent auditors' report thereon, which is expected to be made available to us after the date of the auditors' report.

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

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this report, 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.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF CHOO CHIANG HOLDINGS LTD.

Report on the Audit of Financial Statements (Continued)

Responsibilities of Management and Directors for the Financial Statements

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

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF CHOO CHIANG HOLDINGS LTD.

Report on the Audit of Financial Statements (Continued)

Auditors' Responsibilities for the Audit of the Financial Statements (Continued)

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

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

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

Report on Other Legal and Regulatory Requirements

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

The engagement partner on the audit resulting in this independent auditors' report is Tan Chee Tyan.

FORVIS MAZARS LLP (FORMERLY KNOWN AS MAZARS LLP)

Public Accountants and
Chartered Accountants

Singapore
21 March 2025

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the financial year ended 31 December 2024

	Note	Group	
		2024 \$'000	2023 \$'000
Revenue	4	89,622	91,006
Cost of sales		(63,465)	(63,573)
Gross profit		26,157	27,433
Other operating income	5	3,273	1,038
Administrative and selling expenses		(13,851)	(13,774)
Other operating expenses		(1,663)	(1,733)
Finance costs	6	(107)	(116)
Profit before income tax	7	13,809	12,848
Income tax expense	8	(2,021)	(2,307)
Profit for the year, representing total comprehensive income for the year		11,788	10,541
Total comprehensive income attributable to:			
Owners of the Company		11,788	10,541
Earnings per share (in cents):			
Basic and diluted	9	5.68	5.08

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

STATEMENTS OF FINANCIAL POSITION

As at 31 December 2024

	Note	Group		Company	
		2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
ASSETS					
Current assets					
Cash and cash equivalents	10	34,647	30,563	422	414
Trade receivables	11	6,432	6,169	11,877	6,166
Other receivables and prepayments	12	443	525	16,476	15,262
Financial assets at fair value through profit or loss	13	1,396	1,308	-	-
Inventories	14	22,539	20,816	-	-
Total current assets		65,457	59,381	28,775	21,842
Non-current assets					
Property, plant and equipment	15	8,095	6,827	-	-
Investment properties	16	12,475	12,200	-	-
Club membership	17	112	131	-	-
Investments in subsidiaries	18	-	-	2,110	2,110
Right-of-use assets	19	2,504	3,140	-	-
Total non-current assets		23,186	22,298	2,110	2,110
Total assets		88,643	81,679	30,885	23,952
LIABILITIES AND EQUITY					
Current liabilities					
Trade payables	20	10,503	9,410	-	-
Other payables and accruals	21	2,997	3,216	69	112
Contract liabilities	22	23	72	-	-
Lease liabilities	23	396	503	-	-
Income tax payable		2,126	2,284	52	47
Total current liabilities		16,045	15,485	121	159
Non-current liabilities					
Lease liabilities	23	2,812	2,811	-	-
Deferred tax liabilities	24	89	75	-	-
Total non-current liabilities		2,901	2,886	-	-
Total liabilities		18,946	18,371	121	159
Capital and reserves					
Share capital	25	8,020	8,020	8,020	8,020
Treasury shares	25	(89)	(89)	(89)	(89)
Retained earnings		61,766	55,377	22,833	15,862
Total equity		69,697	63,308	30,764	23,793
Total liabilities and equity		88,643	81,679	30,885	23,952

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

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the financial year ended 31 December 2024

	Share capital \$'000	Treasury shares \$'000	Retained earnings \$'000	Total \$'000
Group				
Balance at 1 January 2023	8,020	(89)	49,612	57,543
Profit for the year, representing total comprehensive income for the year	-	-	10,541	10,541
<i>Transactions with owners, recognised directly in equity:</i>				
Dividend paid (Note 26)	-	-	(4,776)	(4,776)
Balance at 31 December 2023	8,020	(89)	55,377	63,308
Profit for the year, representing total comprehensive income for the year	-	-	11,788	11,788
<i>Transaction with owners, recognised directly in equity:</i>				
Dividend paid (Note 26)	-	-	(5,399)	(5,399)
Balance at 31 December 2024	8,020	(89)	61,766	69,697

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

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 December 2024

	Note	Group	
		2024 \$'000	2023 \$'000
Operating activities			
Profit before income tax		13,809	12,848
Adjustments for:			
Interest expense on lease liabilities	6	107	116
Interest income	5	(828)	(682)
Depreciation of property, plant and equipment	15	450	411
Depreciation of investment properties	16	331	333
Depreciation of right-of-use assets	19	639	622
Reversal of impairment loss on property, plant and equipment	5	(430)	-
Reversal of impairment loss on investment properties	5	(331)	-
Amortisation of club membership	17	19	19
Loss allowance for trade receivables	31	74	215
Bad debts recovered	5	(7)	(6)
Provision for stock obsolescence	14	179	313
Dividend income from financial assets at fair value through profit or loss ("FVTPL")	5	(15)	(10)
Fair value gain on financial assets at FVTPL	5	(96)	(23)
Gain on disposal of financial assets at FVTPL	5	(1)	(12)
(Gain)/Loss on disposal of property, plant and equipment	5,7	(31)	1
Gain on disposal of an investment property	5	(1,177)	-
Gain on lease modification	5	(59)	-
Operating cash flows before movements in working capital		12,633	14,145
<i>Changes in working capital:</i>			
Trade receivables		(330)	(419)
Other receivables and prepayments		82	207
Inventories		(1,902)	462
Trade payables		1,093	35
Other payables and accruals		(219)	360
Contract liabilities		(49)	(145)
Cash generated from operations		11,308	14,645
Income tax paid		(2,165)	(1,962)
Interest received		828	682
Cash flows generated from operating activities		9,971	13,365
Investing activities			
Purchase of property, plant and equipment	15	(776)	(115)
Purchase of right-of-use assets	19	-	(572)
Purchase of investment properties	16	(1,869)	-
Dividend income from financial assets at FVTPL		80	75
Proceeds from disposal of property, plant and equipment		31	-
Proceeds from disposal of an investment property		2,771	-
Proceeds from disposal of financial assets at FVTPL		23	114
Purchase of financial assets at FVTPL		(79)	(97)
Cash flows generated from/(used in) investing activities		181	(595)
Financing activities			
Repayment of lease liabilities		(562)	(585)
Dividend paid	26	(5,399)	(4,776)
Interest paid	6	(107)	(116)
Cash flows used in financing activities		(6,068)	(5,477)
Net increase in cash and cash equivalents		4,084	7,293
Cash and cash equivalents at beginning of year		30,563	23,270
Cash and cash equivalents at end of year	10	34,647	30,563

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

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 December 2024

Reconciliation of liability arising from financing activities

	1 January 2024 \$'000	Financing cashflows \$'000	Non-cash movements			31 December 2024 \$'000
			Acquisition \$'000	Lease modification \$'000	Interest expense \$'000	

Liability

Lease liabilities	<u>3,314</u>	<u>(669)</u>	<u>601</u>	<u>(145)</u>	<u>107</u>	<u>3,208</u>
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	1 January 2023 \$'000	Financing cashflows \$'000	Non-cash movements		31 December 2023 \$'000
			Acquisition \$'000	Interest expense \$'000	

Liability

Lease liabilities	<u>3,129</u>	<u>(701)</u>	<u>770</u>	<u>116</u>	<u>3,314</u>
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The accompanying notes form an integral part of and should be read in conjunction with these financial statements.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

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

1. General

Choo Chiang Holdings Ltd. (the "Company") (Registration Number 201426379D) is listed on the Catalist Board of the Singapore Exchange Securities Trading Limited (the "SGX-ST") and incorporated and domiciled in Singapore with its principal place of business and registered office at 10 Woodlands Loop, Singapore 738388.

The principal activity of the Company is that of investment holding.

The principal activities of the respective subsidiaries are disclosed in Note 18 to the financial statements.

The Company's immediate and ultimate holding company is TL Investment Holdings Pte. Ltd., which is incorporated and domiciled in Singapore.

The financial statements of the Group and the statement of financial position of the Company for the financial year ended 31 December 2024 were authorised for issue by the Board of Directors at the date of the Directors' Statement.

2. Summary of material accounting policies

2.1 Basis of preparation

The financial statements of the Group and the statement of financial position of the Company have been drawn up in accordance with the provisions of the Singapore Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International) ("SFRS(I)s") including related Interpretations of SFRS(I)s ("SFRS(I) INTs") and are prepared on the historical cost basis, except as disclosed in the accounting policies below.

The individual financial statements of each Group entity are measured and presented in the currency of the primary economic environment in which the entity operates (its functional currency). The financial statements of the Group and the statement of financial position of the Company are presented in Singapore dollar ("\$") which is also the functional currency of the Company, and all values presented are rounded to the nearest thousand ("\$'000"), unless otherwise indicated.

In the current year, the Group has adopted all the new and revised SFRS(I)s and SFRS(I) INTs that are relevant to its operations and effective for annual periods beginning on or after 1 January 2024. The adoption of these new or revised SFRS(I)s and SFRS(I) INTs did not result in changes to the Group's and Company's accounting policies, and has no material effect on the current or prior year's financial statement and is not expected to have a material effect on future periods.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

2. Summary of material accounting policies (Continued)

2.1 Basis of preparation (Continued)

SFRS(I) and SFRS(I) INT issued but not yet effective

At the date of authorisation of these statements, the following SFRS(I) and SFRS(I) INT that are relevant to the Group were issued but not yet effective:

SFRS(I)	Title	Effective date (annual periods beginning on or after)
SFRS(I) 1-21, SFRS(I) 1	Amendments to SFRS(I) 1-21: <i>Lack of Exchangeability</i>	1 January 2025
SFRS(I) 9, SFRS(I) 7	Amendments to SFRS(I) 9 and SFRS(I) 7: <i>Amendments to the Classification and Measurement of Financial Statements</i>	1 January 2026
Various	Annual improvements to SFRS(I)s – Volume 11	1 January 2026
SFRS (I) 18	Presentation and Disclosure in Financial Statements	1 January 2027
SFRS(I) 19	Subsidiaries without public accountability: Disclosures	1 January 2027
SFRS (I) 9, SFRS (I) 7	Amendments to SFRS(I) 9 and SFRS(I) 7: <i>Contracts Referencing Nature-dependent Electricity</i>	1 January 2026
SFRS(I) 10, SFRS(I) 1-28	Amendments to SFRS(I) 10 and SFRS (I) 1-28: <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	To be determined

Consequential amendments were also made to various standards as a result of these new or revised standards.

The Group does not intend to early adopt any of the above new or revised standards, interpretations and amendments to the existing standards. Management anticipates that the adoption of the aforementioned revised/new standards, with the exception of SFRS(I) 18 *Presentation and Disclosure in Financial Statements* ("SFRS(I) 18"), will not have a material impact on the financial statements of the Group and Company in the period of their initial adoption.

SFRS(I) 18, effective for annual periods beginning on or after 1 January 2027, replaces SFRS(I) 1-1 *Presentation of Financial Statements* ("SFRS(I) 1-1") and introduces new requirements for presentation and disclosure in financial statements. SFRS(I) 18 mandates a new structure for the statement of profit or loss and also requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements and the notes. As a consequential result of SFRS(I) 18 requirements, all entities are required to use the operating profit subtotal, instead of profit or loss, as the starting point for presenting operating cash flows under the indirect method. The classification of cash flows from dividends and interests in either operating, investing and financing cash flows is also fixed.

SFRS(I) 18 will apply retrospectively. The Group is still in the process of assessing the corresponding impact on the primary financial statements and notes to the financial statements.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

2. Summary of material accounting policies (Continued)

2.2 Basis of consolidation (Continued)

The financial statements of the Group comprise the financial statements of the Company and its subsidiaries. Subsidiaries are entities (including structured entities) (i) over which the Group has power and the Group is (ii) able to use such power to (iii) affect its exposure, or rights, to variable returns from them through its involvement with them.

The Group reassesses whether it controls the subsidiaries if facts and circumstance indicate that there are changes to the one or more of the three elements of control.

When the Group has less than a majority of the voting rights of an investee, it still has power over the investee when the voting rights are sufficient, after considering all relevant facts and circumstances, to give it the practical ability to direct the relevant activities of the investee unilaterally. The Group considers, among others, the extent of its voting rights relative to the size and dispersion of holdings of the other vote holders, currently exercisable substantive potential voting rights held by all parties, rights arising from contractual arrangements and voting patterns at previous shareholders' meetings.

Subsidiaries are consolidated from the date on which control is transferred to the Group up to the effective date on which control ceases, as appropriate.

Intra-group assets and liabilities, equity, income, expenses and cashflows relating to intragroup transactions are eliminated on consolidation.

The financial statements of the subsidiaries used in the preparation of the financial statements are prepared for the same reporting date as that of the Company. Where necessary, accounting policies of subsidiaries have been changed to ensure consistency with the policies adopted by the Group.

Non-controlling interests are identified separately from the Group's equity therein. On an acquisition-by-acquisition basis, non-controlling interests may be initially measured either at fair value or at their proportionate share of the fair value of the acquiree's identifiable net assets. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity. Losses in the subsidiary are attributed to non-controlling interests even if this results in the non-controlling interests having a deficit balance.

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

When the Group loses control over a subsidiary, the profit or loss on disposal is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interests. Amounts previously recognised in other comprehensive income in relation to the subsidiary are accounted for (i.e. reclassified to profit or loss or transferred directly to retained earnings) in the same manner as would be required if the relevant assets or liabilities were disposed off. The fair value of any investments retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under SFRS(I) 9 or, when applicable, the cost on initial recognition of an investment in associates or jointly controlled entity.

Investments in subsidiaries are carried at cost less any impairment loss that has been recognised in profit or loss in the Company's separate financial statements.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

2. Summary of material accounting policies (Continued)

2.3 Business combinations

The acquisition of subsidiaries is accounted for using the acquisition method when the acquired set of activities and assets constitute a business. When determining the acquired set of activities and assets constitute a business, the Group assesses whether the acquired set of activities and assets includes, at a minimum, an input and substantive process, which together contribute to the creation of outputs.

The Group has the option to apply a “concentration test” as a simplified assessment to determine whether an acquired set of activities and assets is not a business. The Group makes the election separately for each transaction or other event. The concentration test is met if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets.

The cost of the acquisition is measured at the aggregate of the fair values, at the date of exchange, of assets given, liabilities incurred or assumed, and equity instruments issued by the Group in exchange for control of the acquiree. For each business combination, the Group determines whether to measure the non-controlling interests in the acquiree at fair value or at proportionate share in the recognised amounts of the acquiree’s identifiable net assets. Acquisition-related costs are recognised in profit or loss as incurred and included in administrative expenses.

The acquiree’s identifiable assets, liabilities and contingent liabilities that meet the conditions for recognition under SFRS(I) 3 *Business Combinations* (“SFRS(I) 3”) are recognised at their fair values at the acquisition date, except for non-current assets (or disposal groups) that are classified as held-for-sale in accordance with SFRS(I) 5 *Non-Current Assets Held for Sale and Discontinued Operations* (“SFRS(I) 5”), which are recognised and measured at the lower of cost and fair value less costs to sell.

The Group recognises any contingent consideration to be transferred for the acquiree at the fair value on the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement shall be accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of SFRS(I) 9, is measured at fair value with the changes in fair value recognised in the statement of profit or loss in accordance with SFRS(I) 9. Other contingent consideration that is not within the scope of SFRS(I) 9 is measured at fair value at each reporting date with changes in fair value recognised in profit or loss.

Where a business combination is achieved in stages, the Group’s previously held interests in the acquired entity are remeasured to fair value at the acquisition date (i.e. the date the Group attains control) and the resulting gain or loss, if any, is recognised in profit or loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognised in other comprehensive income are reclassified to profit or loss, where such treatment would be appropriate if that interest were disposed of.

The acquiree’s identifiable assets, liabilities and contingent liabilities that meet the conditions for recognition under SFRS(I) 3 are recognised at their fair value at the acquisition date, except that:

- deferred tax assets or liabilities and liabilities or assets related to employee benefit arrangements are recognised and measured in accordance with SFRS(I) 1-12 *Income Taxes* (“SFRS(I) 1-12”) and SFRS(I) 1-19 *Employee Benefits* (“SFRS(I) 1-19”) respectively;
- liabilities or equity instruments related to the replacement by the Group of an acquiree’s share-based payment awards are measured in accordance with SFRS(I) 2 *Share-based Payment* (“SFRS(I) 2”); and
- assets (or disposal groups) that are classified as held for sale in accordance with SFRS(I) 5 are measured in accordance with that Standard.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

2. Summary of material accounting policies (Continued)

2.3 Business combinations (Continued)

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (see below), or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed as of the acquisition date that, if known, would have affected the amounts recognised as of that date.

The measurement period is the period from the date of acquisition to the date the Group obtains complete information about facts and circumstances that existed as of the acquisition date, and is subject to a maximum of one year.

Goodwill arising on acquisition is recognised as an asset at the acquisition date and is initially measured at cost, being the excess of the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value of the acquirer previously held equity interest (if any) in the entity over net acquisition-date fair value amounts of the identifiable assets acquired and the liabilities assumed.

If, after reassessment, the Group's interest in the net fair value of the acquiree's identifiable net assets exceeds the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value of the acquirer's previously held equity interest in the acquiree (if any), the excess is recognised immediately in profit or loss as a bargain purchase gain.

For the purpose of impairment testing, goodwill is allocated to each of the Group's cash-generating units expected to benefit from the synergies of the combination. Cash-generating units to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit (including the goodwill), the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in a subsequent period.

The attributable amount of goodwill is included in the determination of gain or loss on disposal of the subsidiary or jointly controlled entity.

2.4 Revenue recognition

The Group recognises revenue from the following major sources:

- Sale of goods, comprising of electrical products and accessories.
- Rental income.

Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. The Group recognises revenue when it transfers control of a product or service to a customer.

Sale of goods

The Group sells electrical products and accessories directly to customers through its own retail outlets.

For sales of goods to credit customers, revenue is recognised when control of the goods has transferred, being when the goods have been delivered to the customer's location (delivery). Following delivery, the customer has full discretion over the manner of distribution and price to sell the goods, has the primary responsibility when onselling the goods and bears the risks of obsolescence and loss in relation to the goods. A receivable is recognised by the Group when the goods are delivered to the customer as this represents the point in time at which the right to consideration becomes unconditional, as only the passage of time is required before payment is due.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

2. Summary of material accounting policies (Continued)

2.4 Revenue recognition (Continued)

Sale of goods (Continued)

For sale of goods to retail customers, revenue is recognised when control of the goods has transferred, being at the point the customer purchases the goods at the retail outlet. Payment of the transaction price is due immediately at the point the customer purchases the goods.

Rental income

Rental income is generated from operating lease of the Group's investment properties. It is accounted for under SFRS(I) 16 *Leases* ("SFRS(I) 16") i.e. on a straight-line basis over the lease terms. The aggregate costs of incentives provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis. Therefore, it is not within the scope of SFRS(I) 15 *Revenue from Contracts with Customers* ("SFRS(I) 15").

2.5 Borrowing costs

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

2.6 Retirement benefit costs

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due. Payments made to state-managed retirement benefit schemes, such as the Singapore Central Provident Fund, are dealt with as payments to defined contribution plans where the Group's obligations under the plans are equivalent to those arising in a defined contribution retirement benefit plan.

2.7 Employee leave entitlements

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the end of the financial year.

2.8 Income tax

Income tax expense represents the sum of the tax currently payable and deferred tax.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported profit or loss because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are not taxable or tax deductible. The Group's liability for current tax is calculated using tax rates (and tax laws) that have been enacted or substantively enacted in countries where the Company and subsidiaries operate by the end of the financial year.

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

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

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

2. Summary of material accounting policies (Continued)

2.8 Income tax (Continued)

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

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset realised based on the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the financial year and based on the tax consequence that will follow from the manner in which the Group expects, at the end of the financial year, to recover or settle the carrying amounts of its assets and liabilities.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

Current and deferred tax are recognised as an expense or income in profit or loss, except when they relate to items credited or debited directly to equity, in which case the tax is also recognised directly in equity.

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

- when the sales tax that is incurred on purchases is not recoverable from the tax authorities, in which case the sales tax is recognised as part of 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.

2.9 Dividends

Equity dividends are recognised as a liability when they become legally payable. Interim dividends are recorded in the financial year in which they are declared payable. Final dividends are recorded in the financial year in which dividends are approved by shareholders. A corresponding amount is recognised in equity.

2.10 Foreign currency transactions and translation

Foreign currency transactions are translated into the individual entities' respective functional currencies at the exchange rates prevailing on the date of the transaction. At the end of each financial year, monetary items denominated in foreign currencies are retranslated at the rates prevailing as of the end of the financial year. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on the settlement of monetary items, and on retranslation of monetary items are included in profit or loss for the year. Exchange differences arising on the retranslation of non-monetary items carried at fair value are included in profit or loss for the year except for differences arising on the retranslation of non-monetary items in respect of which gains and losses are recognised directly in equity. For such non-monetary items, any exchange component of that gain or loss is also recognised directly in equity through other comprehensive income.

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Group's foreign operations (including comparatives) are expressed in Singapore dollars using exchange rates prevailing at the end of the financial year. Income and expense items (including comparatives) are translated at the average exchange rates for the period, unless exchange rates fluctuated significantly during that period, in which case the exchange rates at the dates of the transactions are used. Exchange differences arising, if any, are classified as equity and transferred to the Group's translation reserve. Such translation differences are recognised in profit or loss in the period in which the foreign operation is disposed off.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

2. Summary of material accounting policies (Continued)

2.11 Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses. The cost of property, plant and equipment includes its purchase price and any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Dismantlement, removal or restoration costs are included as part of the cost of property, plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the property, plant and equipment.

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

Depreciation is charged so as to write off the cost of assets over their estimated useful lives, using the straight-line method, on the following bases:

Building and shop units	30 to 81 years
Motor vehicles	5 to 10 years
Furniture and fittings	5 years
Office equipment	3 to 5 years
Renovation	3 years
Machinery and equipment	5 years

For right-of-use assets for which ownership of the underlying asset is not transferred to the Group by the end of the lease term, depreciation is charged over the lease term, using the straight-line method. The lease periods are disclosed in Note 19.

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 estimated useful lives, residual values and depreciation methods are reviewed, and adjusted as appropriate, at the end of each financial year.

The gain or loss, being the difference between the sales proceeds and the carrying amount of the asset, arising on disposal or retirement of an item of property, plant and equipment is recognised in profit or loss.

Fully depreciated property, plant and equipment are retained in the financial statements until they are no longer in use.

2.12 Investment properties

Investment property, which is property held to earn rentals and/or for capital appreciation, other than properties under construction for such purposes, is stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is calculated on the straight-line method to write off the depreciable amount of the investment properties, including the renovation, over their estimated useful lives or remaining lease term which are as follow:

Freehold properties	-	50 years
Leasehold properties	-	30 to 60 years

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

2. Summary of material accounting policies (Continued)

2.12 Investment properties (Continued)

No depreciation is charged on construction-in-progress as they are not yet in use as at the end of the financial year.

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

2.13 Intangible assets

Acquired intangible assets

Acquired intangible assets are measured initially at cost. The cost of intangible assets acquired in a business combination is their fair value at the acquisition date. Subsequent to initial recognition, the intangible assets are reported at cost less accumulated amortisation and accumulated impairment losses.

Acquired intangible assets have finite useful life and are amortised over its useful life, using its straight-line method, over the following bases:

- Club membership 14 years

The amortisation charge is recognised in profit or loss and is assessed for impairment when there is an indication that the intangible asset may be impaired. The estimated amortisation period and amortisation methods are reviewed, and adjusted as appropriate, at the end of each financial year.

The intangible asset is derecognised upon disposal or when no future economic benefits are expected from its use or disposal, with any gain or loss arising from the derecognition of an intangible asset, being the difference between the net disposal proceeds and the carrying amount of the asset, recognised in profit or loss.

2.14 Impairment of non-financial assets

The Group reviews the carrying amounts of its non-financial assets as at each reporting date to assess for any indication of impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Irrespective of whether there is any indication of impairment, the Group also tests its intangible assets with indefinite useful lives and intangible assets not yet available for use for impairment annually by comparing their respective carrying amounts with their corresponding recoverable amounts.

The recoverable amount of an asset or cash-generating unit is the higher of its fair value less costs to sell and its value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

An impairment loss for the amount by which the asset's carrying amount exceeds the recoverable amount is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

2. Summary of material accounting policies (Continued)

2.14 Impairment of non-financial assets (Continued)

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

2.15 Financial instruments

The Group recognises a financial asset or a financial liability in its statement of financial position when, the Group becomes party to the contractual provisions of the instrument.

Financial assets

Initial recognition and measurement

With the exception of trade receivables that do not contain a significant financing component or for which the Group applies a practical expedient, all financial assets are initially measured at fair value, plus transaction costs, except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value. Such trade receivables that do not contain a significant financing component or for which the Group applies a practical expedient are measured at transaction price as defined in SFRS(I) 15 in Note 2.4.

The classification of the financial assets at initial recognition as subsequently measured at amortised cost and fair value through profit or loss ("FVTPL") depends on the Group's business model for managing the financial assets and the contractual cash flow characteristics of the financial asset.

The Group's business model refers to how the Group manages its financial assets in order to generate cash flows which determines whether cash flows will result from collecting contractual cash flows, selling financial assets or both.

The Group determines whether the asset's contractual cash flows are solely payments of principal and interest ("SPPI") on the principal amount outstanding to determine the classification of the financial assets.

Financial assets at amortised cost

A financial asset is subsequently measured at amortised cost if the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Financial assets at amortised cost include trade and other receivables, cash and cash equivalents and unquoted corporate bonds.

Subsequent to initial recognition, the financial asset at amortised cost are measured using the effective interest method and is subject to impairment. Gains or losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

2. Summary of material accounting policies (Continued)

2.15 Financial instruments (Continued)

Financial assets (Continued)

Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial instrument and allocating the interest income or expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts or payments (including all fees on points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial instrument, or where appropriate, a shorter period, to the net carrying amount of the financial instrument. Income and expense are recognised on an effective interest basis for debt instruments other than those financial instruments at fair value through profit or loss.

Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, and recognised in interests income.

Financial assets at FVTPL

A financial asset is subsequently measured at FVTPL if the financial asset is a financial asset held for trading, is not measured at amortised cost or at fair value through other comprehensive income, or is irrevocably elected at initial recognition to be designated FVTPL if, by designating the financial asset as FVTPL, eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise from measuring assets or liabilities or recognising the gains and losses on them on different bases.

Gains or losses are recognised in profit or loss.

Impairment of financial assets

The Group recognises a loss allowance for expected credit losses ("ECL") on financial assets measured at amortised cost. At each reporting date, the Group assesses whether the credit risk on a financial asset has increased significantly since initial recognition by assessing the change in the risk of a default occurring over the expected life of the financial instrument. Where the financial asset is determined to have low credit risk at the reporting date, the Group assumes that the credit risk on a financial assets has not increased significantly since initial recognition.

The Group uses reasonable and supportable forward-looking information that is available without undue cost or effort as well as past due information when determining whether credit risk has increased significantly since initial recognition.

Where the credit risk on that financial instrument has increased significantly since initial recognition, the Group measures the loss allowance for a financial instrument at an amount equal to the lifetime ECL. Where the credit risk on that financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL.

The Group applies the simplified approach to recognise the ECL for trade receivables and contract assets, which is to measure the loss allowance at an amount equal to lifetime ECL. As a practical expedient, the Group uses an allowance matrix derived based on historical credit loss experience adjusted for current conditions and forecasts of future economic conditions for measuring ECL.

While they are not financial assets, contract assets arising from the Group's contracts with customers under SFRS(I) 15 are assessed for impairment in accordance with SFRS(I) 9, similar to that of trade receivables.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

2. Summary of material accounting policies (Continued)

2.15 Financial instruments (Continued)

Financial assets (Continued)

Impairment of financial assets (Continued)

The amount of ECL or reversal thereof that is required to adjust the loss allowance at the reporting date to the amount that is required to be recognised is recognised in profit or loss.

The Group directly reduces the gross carrying amount of a financial asset when the entity has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof.

For details on the Group's accounting policy for its impairment of financial assets, refer to Note 31.

Derecognition of financial assets

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

Financial liabilities and equity instruments

Classification as debt or equity

Financial liabilities and equity instruments issued by Group are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

Equity instruments

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

Ordinary share capital

Ordinary share capital is classified as equity. Incremental costs directly attributable to the issue of ordinary shares and share options are recognised as a deduction from equity.

Financial liabilities

Initial recognition and measurement

All financial liabilities are initially measured at fair value, minus transaction costs, except for those financial liabilities classified as at fair value through profit or loss, which are initially measured at fair value.

Financial liabilities are classified as either financial liabilities at fair value through profit or loss or other financial liabilities.

Financial liabilities are classified as at fair value through profit or loss if the financial liability is either held for trading or it is designated as such upon initial recognition. Financial liabilities classified as at fair value through profit or loss comprise derivatives that are not designated or do not qualify for hedge accounting.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

2. Summary of material accounting policies (Continued)

2.15 Financial instruments (Continued)

Financial liabilities and equity instruments (Continued)

Other financial liabilities

Trade and other payables

Trade and other payables are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost, where applicable, using the effective interest method, with interest expense recognised on an effective yield basis. A gain or loss is recognised in profit or loss when the liability is derecognised and through the amortisation process.

Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or they expire.

2.16 Inventories

Inventories are stated at the lower of cost and net realisable value. Costs comprise direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the inventories to their present location and condition. Cost is calculated using the weighted average method. Net realisable value represents the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

2.17 Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits with financial institutions which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value.

2.18 Leases

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

Where a contract contains more than one lease component, the Group allocates the consideration in the contract to each lease component on the basis of the relative standalone price of the lease component. Where the contract contains non-lease components, the Group applied the practical expedient to not to separate non-lease components from lease components, and instead account for each lease component and any associated non-lease components as a single lease component.

The Group recognises a right-of-use asset and lease liability at the lease commencement date for all lease arrangement for which the Group is the lessee, except for leases which have lease term of 12 months or less and leases of low value assets for which the Group applied the recognition exemption allowed under SFRS(I) 16. For these leases, the Group recognises the lease payment as an operating expense on a straight-line basis over the term of the lease.

The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, less any lease incentives received, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

2. Summary of material accounting policies (Continued)

2.18 Leases (Continued)

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term. When the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option, the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property, plant and equipment. The right-of-use asset is also reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability, where applicable.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the lessee's incremental borrowing rate.

The Group generally uses the incremental borrowing rate as the discount rate. To determine the incremental borrowing rate, the Group obtains a reference rate and makes certain adjustments to reflect the terms of the lease and the asset leased.

The lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments less any lease incentive receivable,
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date,
- amounts expected to be payable under a residual value guarantee,
- the exercise price under a purchase option that the Group is reasonably certain to exercise, and
- payments of penalties for terminating the lease if the Group is reasonably certain to terminate early and lease payments for an optional renewal period if the Group is reasonably certain to exercise an extension option.

The lease liability is measured at amortised cost using the effective interest method. The Group remeasures the lease liability when there is a change in the lease term due to a change in assessment of whether it will exercise a termination or extension or purchase option or due to a change in future lease payment resulting from a change in an index or a rate used to determine those payment.

Where there is a remeasurement of the lease liability, a corresponding adjustment is made to the right-of-use asset or in profit or loss where there is a further reduction in the measurement of the lease liability and the carrying amount of the right-of-use asset has been reduced to zero.

The Group as a lessor

Where a contract contains more than one lease and/or non-lease component, the Group allocates the consideration in the contract to each lease component on the basis of the relative standalone price of the lease component.

At the lease commencement date, the Group assess and classify each lease as either an operating lease or a finance lease. Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the leased assets to the lessee. All other leases are classified as operating leases.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

2. Summary of material accounting policies (Continued)

2.18 Leases (Continued)

The Group as a lessor (Continued)

Operating Leases

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease unless another systematic basis is more representative of the time pattern in which use benefit derived from the leased asset is diminished. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

2.19 Government grants

Government grants are recognised where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. Where the grant relates to an expense, the grant is recognised as income in profit or loss on a systematic basis over the periods in which the related costs, for which the grants are intended to compensate, is expensed. Where the grant relates to an asset, the grant is recognised as deferred capital grant on the statement of financial position and is amortised to profit or loss over the expected useful life of the relevant asset by equal annual instalment.

2.20 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.

Contingencies are not recognised on the statements of financial position of the Group, except for contingent liabilities assumed in a business combination that are present obligations and which the fair value can be reliably determined.

2.21 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the group of executive directors and the chief executive officer who make strategic decisions.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

3. Critical accounting judgements and key sources of estimation uncertainty

The Group made judgements, estimates and assumptions about the carrying amounts of assets and liabilities that were not readily apparent from other sources in the application of the Group's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors that are considered to be reasonable under the circumstances. Actual results may differ from the estimates.

3.1 Critical judgements in applying the Group's accounting policies

In the process of applying the Group's accounting policies, which are described in Note 2, management has not made any judgements that will have a significant effect on the amounts recognised in the financial statements, apart from those involving estimations as discussed below.

3.2 Key sources of estimation uncertainty

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Impairment of investments in subsidiaries

At the end of each financial year, an assessment is made on whether there are indicators that the investments in subsidiaries of the Company is impaired. The Company's carrying amount of investments in subsidiaries as at 31 December 2024 is \$2,110,000 (2023: \$2,110,000) (Note 18).

Investments in subsidiaries are tested for impairment whenever there is objective evidence that these assets may be impaired. An impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value-in-use.

Measurement of ECL of trade receivables

The Group uses an allowance matrix to measure ECL for trade receivables. The ECL rates are based on the Group's historical loss experience of the customers, for the last 3 years prior to the reporting date for various customer groups that are assessed by geographical locations, product types and internal ratings, adjusted for forward looking factors specific to the debtors and the economic environment which could affect the ability of the debtors to settle the trade receivables. In considering the impact of the economic environment on the ECL rates, the Group assesses, for example, the gross domestic production growth rates of the countries and the growth rates of the major industries in which its customers operate. The Group adjusts the allowance matrix at each reporting date. Such estimation of the ECL rates may not be representative of the actual default in the future.

The expected loss allowance on the Group's trade receivables as at 31 December 2024 was \$1,035,000 (2023: \$968,000) (Note 31).

Depreciation of property, plant and equipment and investment properties

The Group depreciates the property, plant and equipment and investment properties over their estimated useful lives after taking into account of their estimated residual values. The estimated useful life reflects management's estimate of the period that the Group intends to derive future economic benefits from the use of the Group's property, plant and equipment and investment properties. The residual value reflects management's estimated amount that the Group would currently obtain from the disposal of the asset, after deducting the estimated costs of disposal, as if the asset was already of the age and in the condition expected at the end of its useful life. Changes in the expected level of usage and technological developments could affect the economics, useful lives and the residual values of these assets which could then consequentially impact future depreciation charges. The carrying amounts of the Group's property, plant and equipment and investment properties as at 31 December 2024 were \$8,095,000 (2023: \$6,827,000) (Note 15) and \$12,475,000 (2023: \$12,200,000) (Note 16) respectively.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

3. Critical accounting judgements and key sources of estimation uncertainty (Continued)

3.2 Key sources of estimation uncertainty (Continued)

Impairment of building and shop units included in property, plant and equipment and investment properties

The Group regularly evaluates the carrying amount of the building and shop units included in property, plant and equipment and investment properties to determine if events have occurred that would require an adjustment to its carrying amount. The valuation of the building and shop units included in property, plant and equipment and investment properties is reviewed based on events and changes in circumstances that would indicate that the carrying amount of the building and shop units included in property, plant and equipment and investment properties might not be recovered. In assessing the recoverability of the building and shop units included in property, plant and equipment and investment properties, the Group reviews certain indicators of potential impairment such as reported sale and purchase prices, market demand and general market conditions. If an indication of impairment is identified, the need for recognising an impairment loss is assessed by comparing the carrying amount of the building and shop units included in property, plant and equipment and investment properties to the higher of the fair value less cost to sell and the value-in-use.

The Group carried out a review of the recoverable amount of its properties based on the valuation reports issued by independent professional valuer. The recoverable amounts of the relevant properties have been determined after considering the current market conditions in which the investment properties operate and review of the recent market sales of similar properties.

Accordingly, reversals of impairment losses on building and shop units included in property, plant and equipment and investment properties of the Group amounted to \$430,000 (2023: \$Nil) and \$331,000 (2023: \$Nil) (Note 5) respectively was recognised within other income in the consolidated statement of profit or loss and other comprehensive income in the current financial year.

The carrying amounts of the Group's building and shop units included in property, plant and equipment and investment properties as at 31 December 2024 was \$6,419,000 and \$12,475,000 (2023: \$6,186,000 and \$12,200,000) (Note 15 and Note 16) respectively.

Inventory valuation method

Inventory is valued at the lower of cost and net realisable value. Management reviews the Group's inventory levels in order to identify slow-moving and obsolete inventory and identifies items of inventory which have a market price, being the selling price quoted from the market of similar items, that is lower than its carrying amount. Management then estimates the amount of inventory loss as an allowance on inventory. Changes in demand levels, technological developments and pricing competition could affect the saleability and values of the inventory which could then consequentially impact the Group's results, cash flows and financial position. The carrying amount of the Group's inventories as at 31 December 2024 was \$22,539,000 (2023: \$20,816,000) (Note 14).

Fair value of financial instruments

Where the fair values of financial instruments recorded in the statement of financial position cannot be derived from active markets, they are determined using valuation techniques. The inputs to these models are derived from observable market data where possible, but where this is not feasible, a degree of judgment is required in establishing the fair values. The judgments include considerations of liquidity and model inputs regarding the future financial performance of the investee, its risk profile, and economic assumptions regarding the industry and geographical jurisdiction in which the investee operates. Changes in assumptions about these factors could affect the reported fair value of financial instruments. The valuation of financial instruments is described in more details in Note 13.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

4. Revenue

The Group derives its revenue from the transfer of goods and services over time and at a point in time in the following major product lines. This is consistent with the revenue information that is disclosed for each reportable segment under SFRS(I) 8.

The Group's revenue for the years are as follow:

	Group	
	2024	2023
	\$'000	\$'000
Revenue from contracts with customers	89,010	90,452
Rental income from investment properties (Note 16)	612	554
	89,622	91,006
Timing of revenue recognition		
At a point in time:		
- Sales of goods	89,010	90,452
Over time:		
- Rental income	612	554
	89,622	91,006

5. Other operating income

	Group	
	2024	2023
	\$'000	\$'000
Bad debts recovered	7	6
Dividend income from financial assets at FVTPL	15	10
Fair value gain on financial assets at FVTPL	96	23
Gain on disposal of financial assets at FVTPL	1	12
Gain on disposal of property, plant and equipment	31	-
Gain on disposal of investment properties	1,177	-
Gain on lease modification	59	-
Government grants	54	103
Interest income	828	682
Foreign exchange gain, net	10	25
Sponsorship	218	168
Reversal of impairment loss on property, plant and equipment	430	-
Reversal of impairment loss on investment properties	331	-
Sundry income	16	9
	3,273	1,038

Government grants mainly relate to Wage Credit Scheme, CPF Transition Offset, Senior Employment Credit and CIT Rebate Cash Grant received from Inland Revenue Authority of Singapore.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

6. Finance costs

	Group	
	2024	2023
	\$'000	\$'000
Interest expense on lease liabilities	107	116

7. Profit before income tax

The following charges were included in the determination of profit before income tax:

	Group	
	2024	2023
	\$'000	\$'000
Directors' remuneration:		
Short-term benefits	2,457	2,427
Post-employment benefits	24	24
Staff costs	8,072	8,156
Cost of defined contribution plans	794	772
Cost of inventories included in cost of sales	63,021	63,135
Loss on disposal of property, plant and equipment	-	1
Expenses relating to short-term leases	103	-
Audit fees paid to auditors of the Group	80	80

There were no non-audit fees paid to the auditors of the Group.

8. Income tax expense

	Group	
	2024	2023
	\$'000	\$'000
Current tax expense		
Current financial year	2,126	2,283
(Over)/Underprovision in prior financial year	(119)	40
	2,007	2,323
Deferred tax expense (Note 24)		
Origination and reversal of temporary differences	14	(16)
Total	2,021	2,307

Domestic income tax is calculated at 17% of the estimated assessable income for the year.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

8. Income tax expense (Continued)

	Group	
	2024 \$'000	2023 \$'000
Profit before income tax	13,809	12,848
Income tax expense calculated at 17%	2,348	2,184
Non-allowable items	186	157
Income not subject to tax	(343)	(22)
Tax exemption	(52)	(52)
(Over)/Underprovision of tax expense in prior year	(119)	40
Others	1	-
	2,021	2,307

9. Earnings per share

The calculation of the basic and diluted earnings per share attributable to the ordinary owners of the Company is based on the following data:

	2024	2023
<u>Earnings</u>		
Earnings for the purposes of basic earnings per share (profit for the year attributable to owners of the Company) (\$'000)	11,788	10,541
<u>Number of shares</u>		
Weighted average number of ordinary shares for the purposes of basic earnings per share ('000)	207,657	207,657
Earnings per share (cents) - basic and diluted ⁽ⁱ⁾	5.68	5.08

The diluted earnings per share is the same as basic earnings per share as there were no diluted potential ordinary shares outstanding at the end of the reporting period.

(i) Earnings per ordinary share is calculated based on the profit attributable to owners of the Company divided by weighted average number of ordinary shares.

10. Cash and cash equivalents

	Group		Company	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Cash on hand	103	112	-	-
Cash at bank	21,911	14,119	422	414
Fixed deposits	12,633	16,332	-	-
	34,647	30,563	422	414

The effective interest rates of the fixed deposits of the Group range from 2% to 4% (2023: 2% to 4%) per annum. Interest rates reprice at intervals of three to nine months.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

10. Cash and cash equivalents (Continued)

The Group's and the Company's cash and bank balances that are not denominated in the functional currency of the respective entities are as follows:

	Group		Company	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
United States Dollar	480	447	-	-
Hong Kong Dollar	-	68	-	-

Risk disclosures relating to the above cash and bank balances has been disclosed in Note 31.

11. Trade receivables

	Group		Company	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Trade receivables				
- Third parties	7,467	7,137	-	-
- Subsidiary	-	-	11,877	6,166
Less: loss allowance	(1,035)	(968)	-	-
Total	6,432	6,169	11,877	6,166

Trade receivables are non-interest bearing and the Group generally extends credit period of 30 to 90 (2023: 30 to 90) days from date of invoice. They are recognised at the transaction price which represent their fair value on initial recognition.

The details of the impairment of trade receivables and credit exposures are disclosed in Note 31.

12. Other receivables and prepayments

	Group		Company	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Other receivables and prepayments				
- Third parties	193	159	38	3
- Subsidiaries	-	-	16,420	15,234
- Grant receivable	-	15	-	15
- Deposit	127	126	-	-
- Prepayments	123	187	18	10
- Advance payment to supplier	-	38	-	-
Total	443	525	16,476	15,262

The non-trade amounts due from subsidiaries are unsecured, interest-free, and repayable on demand.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

13. Financial assets at fair value through profit or loss

	Group	
	2024	2023
	\$'000	\$'000
Current investments		
Quoted equity instruments at FVTPL	366	278
Unquoted equity instruments at FVTPL	1,030	1,030
	1,396	1,308

Quoted equity instruments

The quoted equity instruments classified at FVTPL have no fixed maturity date or coupon rate and are denominated in Singapore dollar. The fair values of these instruments are based on closing quoted market prices on the last market day of the financial year.

Unquoted equity instruments

The investments in unquoted equity instruments classified at FVTPL relates to investment in one private fund in Singapore and have no fixed maturity date or coupon rate and are denominated in Singapore dollar.

As at 31 December 2024 and 2023, the fair value of the equity instrument was determined by reference to:

- the initial value thereof being the amount expended in the acquisition thereof;
- the price of the relevant investment as quoted by a person, firm or institution making a market in that investment; and
- the sale prices of recent transactions in the same or similar investments, valuations of comparable investments.

14. Inventories

	Group	
	2024	2023
	\$'000	\$'000
At cost:		
Finished goods	23,209	22,435
Goods in transit	473	76
	23,682	22,511
Less: Allowance for stock obsolescence	(1,143)	(1,695)
	22,539	20,816

Movement in the allowance for stock obsolescence:

Balance at beginning of the year	1,695	1,382
Written off	(731)	-
Charged to profit or loss	179	313
Balance at end of the year	1,143	1,695

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

15. Property, plant and equipment ("PPE")

	Building and shop units \$'000	Motor vehicles \$'000	Furniture and fittings \$'000	Office equipment \$'000	Renovation \$'000	Machinery and equipment \$'000	Total \$'000
Group							
Cost:							
At 1 January 2023	9,187	1,776	387	832	502	209	12,893
Additions	-	-	15	95	-	5	115
Disposals/Written off	-	-	-	(108)	-	-	(108)
At 31 December 2023	9,187	1,776	402	819	502	214	12,900
Additions	-	743	-	33	-	-	776
Disposals/Written off	-	(399)	-	(44)	-	-	(443)
Reclassified from right-of-use assets	-	622	-	-	-	-	622
At 31 December 2024	9,187	2,742	402	808	502	214	13,855
Accumulated depreciation:							
At 1 January 2023	2,328	1,292	321	697	485	170	5,293
Depreciation for the year	197	93	17	80	15	9	411
Disposals/Written off	-	-	-	(107)	-	-	(107)
At 31 December 2023	2,525	1,385	338	670	500	179	5,597
Depreciation for the year	197	150	18	74	2	9	450
Disposals/Written off	-	(399)	-	(44)	-	-	(443)
Reclassified from right-of-use assets	-	110	-	-	-	-	110
At 31 December 2024	2,722	1,246	356	700	502	188	5,714
Accumulated impairment loss:							
At 1 January 2023 and 31 December 2023	476	-	-	-	-	-	476
Reversal of impairment loss	(430)	-	-	-	-	-	(430)
At 31 December 2024	46	-	-	-	-	-	46
Carrying amount:							
At 31 December 2024	6,419	1,496	46	108	-	26	8,095
At 31 December 2023	6,186	391	64	149	2	35	6,827

Details of the building and shop units fully paid by the Group are as follow:

Address	Tenure	Remaining tenure	Existing use
10 Woodlands Loop Singapore 738388	66 years	30 years	Warehouse and Retail
61 Ubi Road #01-11, Oxley Bizhub Singapore 408727	60 years	46 years	Retail
Blk 640 Rowell Road #01-70, Singapore 200640	87 years	59 years	Retail
Blk 3 Soon Lee Street #01-09 Pioneer Junction Singapore 627606	30 years	17 years	Retail

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

15. Property, plant and equipment ("PPE") (Continued)

The Group carried out an impairment review of its building and shop units included in the property, plant and equipment and the recoverable amount of the relevant assets has been determined on the basis of their fair value based on the valuation reports issued by independent professional valuer. The fair values of the building and shop units have been estimated based on directors' estimation, which were arrived at by reference to desktop valuations performed by independent valuer having appropriate recognised professional qualification and recent experience in the location and category of the properties being valued. The desktop valuations were arrived at principally by using the basis of direct comparison approach that reflects recent transaction prices for similar properties adjusted for location and size. The fair value is regarded as level 3 in the fair value hierarchy. Accordingly, reversals of impairment losses on property, plant and equipment of the Group amounted to \$430,000 (2023: \$Nil) (Note 5) was recognised within other income in the consolidated statement of profit or loss and other comprehensive income in the current financial year.

16. Investment properties

	Freehold properties \$'000	Leasehold properties \$'000	Construction- in-progress \$'000	Total \$'000
Group				
Cost:				
At 1 January 2023, 31 December 2023 and 1 January 2024	9,680	6,508	-	16,188
Additions	-	-	1,869	1,869
Disposals	(1,917)	-	-	(1,917)
At 31 December 2024	7,763	6,508	1,869	16,140
Accumulated depreciation:				
At 1 January 2023	1,691	1,503	-	3,194
Depreciation for the year	194	139	-	333
At 31 December 2023	1,885	1,642	-	3,527
Depreciation for the year	193	138	-	331
Disposals	(323)	-	-	(323)
At 31 December 2024	1,755	1,780	-	3,535
Accumulated impairment loss:				
At 1 January 2023, 31 December 2023 and 1 January 2024	-	461	-	461
Reversal of impairment loss	-	(331)	-	(331)
At 31 December 2024	-	130	-	130
Carrying amount:				
At 31 December 2024	6,008	4,598	1,869	12,475
At 31 December 2023	7,795	4,405	-	12,200

The investment properties listed above are used for commercial purpose.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

16. Investment properties (Continued)

Details of the leasehold properties fully paid by the Group for commercial use are as follows:

	Tenure	Remaining tenure	Fair value	
			2024	2023
			\$'000	\$'000
Address of properties				
48 Toh Guan East #01-102, Singapore 608586	60 years	33 years	1,450	1,450
8B Admiralty Street #01-06, Singapore 757440	60 years	36 years	1,509	1,509
8B Admiralty Street #01-07, Singapore 757440	60 years	36 years	1,500	1,500
65 Ubi Road 1 #02-65, Oxley Bizhub, Singapore 408729	60 years	46 years	850	850
5 Soon Lee Street, Pioneer Point #01-66, Singapore 627607	30 years	17 years	510	510
5 Soon Lee Street, Pioneer Point #01-67, Singapore 627607	30 years	17 years	410	410

Details of the freehold properties fully paid by the Group for commercial use are as follows:

	Fair value	
	2024	2023
	\$'000	\$'000
9 Tagore Lane, #02-06, 9@Tagore, Singapore 787472	1,688	1,688
9 Tagore Lane, #02-07, 9@Tagore, Singapore 787472	1,950	1,950
9 Tagore Lane, #03-16, 9@Tagore, Singapore 787472	1,779	1,779
23 New Industrial Road, #02-08, Solstice Business Centre, Singapore 536209	1,450	1,450
421 Tagore Industrial Avenue, #01-22, Tagore 8, Singapore 787805	- ⁽¹⁾	2,057
421 Tagore Industrial Avenue, #01-23, Tagore 8, Singapore 787805	2,057	2,057

(1) Disposal during the financial year.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

16. Investment properties (Continued)

Details of the investment properties (construction-in-progress) are as follows:

Description	Stage of completion as at 31 December 2024	Expected completion year	Gross area (Sq Metres)
Address of properties			
No 45, Tuas South Avenue 1 #08-13 Food Ascent, Singapore 639427	30%	2027	211
No 45, Tuas South Avenue 1 #08-14 Food Ascent, Singapore 639427	30%	2027	211
No 45, Tuas South Avenue 1 #08-15 Food Ascent, Singapore 639427	30%	2027	211
No 45, Tuas South Avenue 1 #08-16 Food Ascent, Singapore 639427	30%	2027	210
No 45, Tuas South Avenue 1 #08-17 Food Ascent, Singapore 639427	30%	2027	225

The Group carried out an impairment review of its investment properties and the recoverable amount of the relevant assets has been determined on the basis of their fair value based on the valuation reports issued by independent professional valuer. The fair values of the investment properties have been estimated based on directors' estimation, which were arrived at by reference to desktop valuations performed by independent valuer having appropriate recognised professional qualification and recent experience in the location and category of the properties being valued. The desktop valuations were arrived at principally by using the basis of direct comparison approach that reflects recent transaction prices for similar properties adjusted for location and size. The fair value is regarded as level 3 in the fair value hierarchy. Accordingly, reversals of impairment losses on investment properties of the Group amounted to \$331,000 (2023: \$Nil) (Note 5) was recognised within other income in the consolidated statement of profit or loss and other comprehensive income in the current financial year.

The following amounts are recognised in profit or loss:

	Group	
	2024 \$'000	2023 \$'000
Rental income from investment properties (Note 4)	612	554
Direct operating expenses (including repairs and maintenance) from:		
- rental-generating investment properties	444	438

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

17. Club membership

	Group \$'000
Cost:	
At 1 January 2023, 31 December 2023 and 31 December 2024	265
Accumulated amortisation:	
At 1 January 2023	115
Amortisation for the year	19
At 31 December 2023	134
Amortisation for the year	19
At 31 December 2024	153
Carrying amount:	
At 31 December 2024	112
At 31 December 2023	131

18. Investments in subsidiaries

	Company	
	2024 \$'000	2023 \$'000
Unquoted equity shares, at cost	2,110	2,110

The Company assesses impairment of its investments in subsidiaries whenever there is any indication that the investment may be impaired. Impairment is made if the recoverable amount of the investment is less than its carrying amount. Management uses the net tangible asset position of the subsidiaries which they determine approximates the recoverable amount.

Details of the Group's subsidiaries at 31 December 2024 and 2023 are as follows:

Name of subsidiary/ Place of incorporation and operation	Principal activities	Proportion of ownership interest and voting power held	
		2024 %	2023 %
Choo Chiang Marketing Pte. Ltd./ Singapore ⁽¹⁾	Supply of electrical products and accessories; and assemblers of lighting fittings and fixtures.	100	100
Choo Chiang Properties Pte. Ltd./ Singapore ⁽¹⁾	Property investment and real estate management.	100	100
Choo Chiang Cable Support Systems Sdn. Bhd./ Malaysia ⁽²⁾	Manufacturing of cable support systems. (inactive)	100	100

(1) Audited by Forvis Mazars LLP, Singapore.

(2) Audited by C.T & CO, Malaysia.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

19. Right-of-use assets

The Group as lessee

The Group leases several leasehold land and buildings, equipment and a motor vehicle. The average lease term is 7 years (2023: 5 years).

Some property leases contain extension options exercisable by the Group before the end of the non-cancellable contract period. The Group has option to exercise extension at the end of the lease term. The Group assesses at lease commencement date whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control.

	Leasehold land and buildings \$'000	Office equipment \$'000	Motor vehicle \$'000	Total \$'000
Group				
Cost:				
At 1 January 2023	4,594	260	-	4,854
Additions	720	-	622	1,342
Disposals	(743)	-	-	(743)
At 31 December 2023	4,571	260	622	5,453
Additions	371	230	-	601
Disposals	(181)	(260)	-	(441)
Reclassified to PPE	-	-	(622)	(622)
At 31 December 2024	4,761	230	-	4,991
Accumulated depreciation:				
At 1 January 2023	2,356	78	-	2,434
Depreciation	552	52	18	622
Disposals	(743)	-	-	(743)
At 31 December 2023	2,165	130	18	2,313
Depreciation	498	49	92	639
Disposals	(181)	(174)	-	(355)
Reclassified to PPE	-	-	(110)	(110)
At 31 December 2024	2,482	5	-	2,487
Carrying amount:				
At 31 December 2024	2,279	225	-	2,504
At 31 December 2023	2,406	130	604	3,140

During the financial year, the Group acquired right-of-use assets with an aggregate cost of \$601,000 (2023: \$1,342,000) of which \$601,000 (2023: \$770,000) were acquired by means of leases. Cash payment of \$Nil (2023: \$572,000) were made to purchase right-of-use assets.

The lease liabilities relating to the right-of-use assets are disclosed in Note 23.

The total cash outflow for leases during the financial year ended 31 December 2024 is \$669,000 (2023: \$701,000).

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

20. Trade payables

	Group	
	2024 \$'000	2023 \$'000
Third parties	9,705	8,903
GST payable	798	507
	10,503	9,410

Included in the Group's trade payables are creditors for purchase of finished goods.

The average credit period on purchase of goods is 30 to 90 days (2023: 30 to 90 days). No interest is charged on the outstanding trade payables.

The Group's trade payables that are not denominated in the functional currency of the respective entities are as follows:

	Group	
	2024 \$'000	2023 \$'000
United States Dollar	628	124

21. Other payables and accruals

	Group		Company	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Third parties	114	172	36	76
Subsidiary	-	-	2	4
Rental deposits received	118	114	-	-
Rental received in advance	13	56	-	-
Accruals	2,752	2,874	31	32
	2,997	3,216	69	112

The Group's other payables that are not denominated in the functional currency of the respective entities are as follows:

	Group	
	2024 \$'000	2023 \$'000
United States Dollar	81	-

22. Contract liabilities

	Group	
	2024 \$'000	2023 \$'000
Advances received from customers	23	72

Revenue relating to sale of goods is recognised when control of the goods has transferred to the customer, being at the point the goods are delivered to the customer. When the customer makes an advanced payment, the consideration received at that point by the Group is recognised as a contract liability until the goods have been delivered to the customer.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

23. Lease liabilities

	Group	
	2024 \$'000	2023 \$'000
Lease liabilities - non-current	2,812	2,811
Lease liabilities - current	396	503
	3,208	3,314

The maturity analysis of lease liabilities is disclosed in Note 31.

Amounts recognised in profit or loss

	Group	
	2024 \$'000	2023 \$'000
Interest expense on lease liabilities	107	116

24. Deferred tax liabilities

Deferred tax liabilities arise from the excess of tax over book depreciation of property, plant and equipment and temporary differences as right-of-use assets are depreciated and lease liabilities are repaid.

	Group \$'000
<u>Excess of tax over book depreciation</u>	
At 1 January 2023	91
Charged to profit or loss (Note 8)	(16)
At 31 December 2023	75
Charged to profit or loss (Note 8)	14
At 31 December 2024	89

25. Share capital and treasury shares

	Group and Company			
	2024 Number of ordinary shares	2023 Number of ordinary shares	2024 \$'000	2023 \$'000

Issued and fully paid:

At beginning and end of the year	208,000,000	208,000,000	8,020	8,020
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Fully paid ordinary shares, which have no par value, carry one vote per share and carry a right to dividend as and when declared by the Company.

Treasury shares

	Group and Company			
	2024 Number of ordinary shares	2023 Number of ordinary shares	2024 \$'000	2023 \$'000

Issued and paid up:

At beginning and end of the year	343,300	343,300	89	89
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NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

26. Dividends

On 23 May 2023, final tax-exempt dividend of 1.2 cents per ordinary share totalling approximately \$2,492,000 was paid to shareholders for financial year end 31 December 2022.

On 30 August 2023, an interim tax-exempt dividend of 1.1 cents per ordinary share totalling approximately \$2,284,000 was paid to shareholders for financial year end 31 December 2023.

On 15 May 2024, final tax-exempt dividend of 1.5 cents per ordinary share totalling approximately \$3,115,000 was paid to shareholders for financial year end 31 December 2023.

On 29 August 2024, an interim tax-exempt dividend of 1.1 cents per ordinary share totalling approximately \$2,284,000 was paid to shareholders for financial year end 31 December 2024.

In respect of the financial year ended 31 December 2024, the directors of the Group proposed that a final and a special one-tier tax exempt dividend of 1.5 cents per ordinary share and 0.3 cents per ordinary share respectively be paid to all shareholders. Subject to the approval by the shareholders at the Annual General Meeting, this proposed dividend has not been included as a liability in these financial statements.

27. Operating lease commitments

Lessor

The Group has entered into commercial property leases on its investment properties. These non-cancellable leases have remaining lease terms of between 1 and 3 years. All leases include a clause to enable upward revision of the rental charge of an annual basis based on prevailing market conditions.

The unguaranteed residual values do not represent a significant risk for the Group, as they relate to property which is located in a location with a constant increase in value over the last 5 years. The Group did not identify any indications that this situation will change.

Maturity analysis of operating lease payments:

	Group	
	2024	2023
	\$'000	\$'000
Year 1	457	490
Year 2	348	205
Year 3	102	104
Year 4	16	10
Total	923	809

During the year ended 31 December 2024, property rental income earned was \$612,000 (2023: \$554,000). The Group's investment properties were expected to generate rental yields of 4.3% (2023: 3.4%) on an ongoing basis. All operating lease contracts contained market review clauses in the event that the lessee exercises its option to renew. The lessee does not have an option to purchase the property at the expiry of the lease period.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

28. Capital commitments

	Group	
	2024 \$'000	2023 \$'000
Capital expenditure contracted but not provided for		
- Commitments for the acquisition of investment properties	4,005	-

29. Significant related party transactions

A related party is defined as follows:

- (a) A person or a close member of that person's family is related to the Group and Company if that person:
- (i) Has control or joint control over the Company;
 - (ii) Has significant influence over the Company; or
 - (iii) Is a member of the key management personnel of the Group or Company or of a parent of the Company.
- (b) An entity is related to the Group and Company if any of the following conditions applies:
- (i) The entity and the Company are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
 - (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
 - (iii) Both entities are joint ventures of the same third party.
 - (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
 - (v) The entity is a post-employment benefit plan for the benefit of employees of either the Company or an entity related to the Company. If the Company is itself such a plan, the sponsoring employers are also related to the Company.
 - (vi) The entity is controlled or jointly controlled by a person identified in (a).
 - (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
 - (viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

Key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the Group and the Company, directly or indirectly, including any director (whether executive or otherwise) of that company.

The effect of the Group's and Company's transactions and arrangements with related parties is reflected in these financial statements. The balances are unsecured, interest-free and repayable on demand unless otherwise stated.

During the year, there was no significant transactions with related companies.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

29. Significant related party transactions (Continued)

Compensation of directors and key management personnel

The remuneration of directors and other members of key management during the financial year was as follows:

	Group		Company	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Short-term employee benefits	4,040	3,950	130	130
Post-employment benefits	90	90	-	-
	4,130	4,040	130	130

30. Segment information

For management purposes, the Group is currently organised into two main business activities. The business activities are the basis on which the Group reports to the chief operating decision maker for the purposes of resource allocation and assessment of segment performance.

The two main business activities are as follows:

- (a) Distribution business; and
- (b) Property investment business.

Segment revenue and expense are the operating revenue and expense reported in the Group's profit or loss that are directly attributable to a segment and the relevant portion of such revenue and expense that can be allocated on a reasonable basis to a segment to arrive at segment results.

Segment assets and liabilities: Segment assets include all operating assets used by a segment and consist principally of operating receivables, inventories and property, plant and equipment, net of allowances and provisions. Capital additions include the total cost incurred to acquire property, plant and equipment, and investment properties directly attributable to the segment. Segment liabilities include all operating liabilities and consist principally of accounts payable, accruals, bank loans and finance leases.

Inter-segment transfers: Segment revenue and expenses include transfers between business segments. Inter-segment sales are charged at prevailing market prices. These transfers are eliminated on consolidation.

The measurement basis of the Group's reportable segments is in accordance with its accounting policy as described in Note 2.21.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

30. Segment information (Continued)

Information about reportable segments

	Distribution business \$'000	Property investment business \$'000	Total \$'000
2024			
Revenue			
External sales of goods	89,010	-	89,010
Rental income	-	612	612
Segment revenue	89,010	612	89,622
Cost of sales			
External purchases	(63,021)	-	(63,021)
Cost of property maintenance	-	(444)	(444)
Segment cost of sales	(63,021)	(444)	(63,465)
Results			
Segment result	25,989	168	26,157
Other operating income	1,335	1,938	3,273
Administrative and selling expenses	(13,809)	(42)	(13,851)
Other operating expenses	(1,663)	-	(1,663)
Finance costs	(107)	-	(107)
Profit before income tax	11,745	2,064	13,809
Income tax expense			(2,021)
Profit after income tax			11,788
2023			
Revenue			
External sales of goods	90,452	-	90,452
Rental income	-	554	554
Segment revenue	90,452	554	91,006
Cost of sales			
External purchases	(63,135)	-	(63,135)
Cost of property maintenance	-	(438)	(438)
Segment cost of sales	(63,135)	(438)	(63,573)
Results			
Segment result	27,317	116	27,433
Other operating income	1,038	-	1,038
Administrative and selling expenses	(13,724)	(50)	(13,774)
Other operating expenses	(1,733)	-	(1,733)
Finance costs	(116)	-	(116)
Profit before income tax	12,782	66	12,848
Income tax expense			(2,307)
Profit after income tax			10,541

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

30. Segment information (Continued)

Segment assets, liabilities and other information

	Distribution business \$'000	Property investment business \$'000	Total \$'000
2024			
Assets			
Segment assets	75,601	12,565	88,166
Unallocated assets			477
Combined total assets			<u>88,643</u>
Liabilities			
Segment liabilities	18,352	476	18,828
Unallocated liabilities			118
Combined total liabilities			<u>18,946</u>
Other information			
Purchase of property, plant and equipment	776	-	776
Addition of right-of-use assets	601	-	601
Depreciation of property, plant and equipment	450	-	450
Depreciation of right-of-use assets	639	-	639
Depreciation of investment properties	-	331	331
Amortisation of club membership	19	-	19
Reversal of impairment loss on property, plant and equipment	(430)	-	(430)
Reversal of impairment loss on investment properties	-	(331)	(331)
2023			
Assets			
Segment assets	68,933	12,305	81,238
Unallocated assets			441
Combined total assets			<u>81,679</u>
Liabilities			
Segment liabilities	17,936	280	18,216
Unallocated liabilities			155
Combined total liabilities			<u>18,371</u>
Other information			
Purchase of property, plant and equipment	115	-	115
Addition of right-of-use assets	1,342	-	1,342
Depreciation of property, plant and equipment	411	-	411
Depreciation of right-of-use assets	622	-	622
Depreciation of investment properties	-	333	333
Amortisation of club membership	19	-	19

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

30. Segment information (Continued)

Geographical information

The Group mainly operates in Singapore and hence no further disclosure is made on the geographical information.

Information about major customers

There is no major customer arising from sales by the respective segments.

31. Financial instruments and financial risks

The Group's activities expose it to credit risk, market risks (including foreign currency risk, interest rate risk and equity price risk) and liquidity risk. The Group's overall risk management strategy seeks to minimise adverse effects from the volatility of financial markets on the Group's financial performance.

The Board of Directors is responsible for setting the objectives and underlying principles of financial risk management for the Group. The management then establishes the detailed policies such as authority levels, oversight responsibilities, risk identification and measurement, and exposure limits, in accordance with the objectives and underlying principles approved by the Board of Directors.

There have been no changes to the Group's exposure to these financial risks or the manner in which it manages and measures the risk. Market risk exposures are measured using sensitivity analysis indicated below.

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 has adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral where appropriate, as a means of mitigating the risk of financial loss from defaults.

The Group's credit risk arises mainly from bank balances and trade and other receivables. Bank balances are mainly deposits with banks with high credit-ratings assigned by international credit rating agencies and the Group does not expect the impairment loss from bank balances to be material, if any.

To assess and manage its credit risk, the Group categorises the aforementioned financial assets and contract assets according to their risk of default. The Group defines default to have taken place when internal or/and external information indicates that the financial asset is unlikely to be received, which could include a breach of debt covenant, and/or where contractual payments are 90 days past due as per SFRS(I) 9's presumption.

The Group has not rebutted the presumption included in SFRS(I) 9 that there has been a significant increase in credit risk since initial recognition when financial assets are more than 30 days past due.

In their assessment, the management considers, amongst other factors, the latest relevant credit ratings from reputable external rating agencies where available and deemed appropriate, historical credit experiences, available financial information and latest applicable credit reputation of the debtor.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

31. Financial instruments and financial risks (Continued)

Credit risk (Continued)

The Group's internal credit risk grading categories are as follows:

Category	Description	Basis of recognising ECL
Performing	The counterparty has a low risk of default and does not have any past-due amounts or non-significant increase in credit risk since initial recognition and amount is ≤ 30 days past due	12-month ECL
Doubtful	Amount is > 30 days past due or there has been a significant increase in credit risk since initial recognition.	Lifetime ECL - not credit-impaired
In default	Amount is > 90 days past due or there is evidence indicating the asset is credit-impaired.	Difference between financial asset's gross carrying amount and present value of estimated future cash flows discounted at the financial asset's original effective interest rate
Write-off	There is evidence indicating that the debtor is in severe financial difficulty and the Group has no realistic prospect of recovery.	Amount is written off

Note 1. Performing

The financial asset is determined to have low credit risk if the financial assets have a low risk of default, the counterparty has a strong capacity to meet its contractual cash flow obligations in the near term and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the counterparty to fulfil its contractual cash flow obligations. Generally, this is the case when the Group assesses and determines that the debtor has been, is in and is highly likely to be, in the foreseeable future and during the (contractual) term of the financial asset, in a financial position that will allow the debtor to settle the financial asset as and when it falls due.

Note 2. Doubtful

In assessing whether the credit risk of the financial asset has increased significantly since initial recognition, the Group compares the risk of default occurring on the financial asset as of reporting date with the risk of default occurring on the financial asset as of date of initial recognition, and considered reasonable and supportable information, that is available without undue cost or effort, that is indicative of significant increases in credit risk since initial recognition. In assessing the significance of the change in the risk of default, the Group considers both past due (i.e. whether it is more than 30 days past due) and forward looking quantitative and qualitative information. Forward looking information includes the assessment of the latest performance and financial position of the debtor, adjusted for the Group's future outlook of the industry in which the debtor operates based on independently obtained information (e.g. expert reports, analyst's reports etc) and the most recent news or market talks about the debtor, as applicable. In its assessment, the Group will generally, for example, assess whether the deterioration of the financial performance and/or financial position, adverse change in the economic environment (country and industry in which the debtor operates), deterioration of credit risk of the debtor, etc. is in line with its expectation as of the date of initial recognition of the financial asset. Irrespective of the outcome of the above assessment, the Group presumes that the credit risk on a financial asset has increased significantly since initial recognition when contract payments are >30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

31. Financial instruments and financial risks (Continued)

Credit risk (Continued)

Note 3. In default

In determining whether financial assets are credit-impaired, the Group assesses whether one or more events that have a detrimental impact on the estimated future cashflows of the financial asset have occurred. Evidence that a financial asset is credit impaired includes the following observable data:

- Significant financial difficulty of the debtor;
- Breach of contract, such as a default or being more than 90 days past due;
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for the financial asset because of financial difficulties.

Note 4. Write off

Generally, the Group writes off, partially or fully, the financial asset when it assesses that there is no realistic prospect of recovery of the amount as evidenced by, for example, the debtor's lack of assets or income sources that could generate sufficient cashflows to repay the amounts subjected to the write-off.

The Group performs ongoing credit evaluation of its counterparties' financial condition and generally does not require collateral.

The Group and Company do not have any significant credit exposure to any single counterparty or any groups of counterparties having similar characteristics.

As at the end of the financial year, there was no significant concentration of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statements of financial position.

Trade receivables (Note 11)

The Group uses the practical expedient under SFRS(I) 9 in the form of allowance matrix to measure the ECL for trade receivables, where the loss allowance is equal to lifetime ECL.

The ECL for trade receivables are estimated using an allowance matrix by reference to the historical credit loss experience of the customers for the last 3 years prior to the respective reporting dates for various customer groups that are assessed through the age analysis, adjusted for forward looking factors specific to the debtors and the economic environment which could affect the ability of the debtors to settle the financial assets. In considering the impact of the economic environment on the ECL rates, the Group assesses, for example, the gross domestic production growth rates of the country and the growth rates of the major industries which its customers operate in.

Trade receivables are written off when there is evidence to indicate that the customer is in severe financial difficulty such as being under liquidation or bankruptcy and there are no reasonable expectations for recovering the outstanding balances.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

31. Financial instruments and financial risks (Continued)

Credit risk (Continued)

The loss allowance for trade receivables are determined as follows:

	Not past due \$'000	Past due for 0 to 30 days \$'000	Past due for 31 to 90 days \$'000	Past due more than 90 days \$'000	Total \$'000
31 December 2024					
Trade receivables identified to be credit impaired	-	-	-	965	965
Expected credit loss rates	0.84%	0.59%	0.82%	19.79%	-
Gross carrying amount of trade receivables (exclude trade receivables identified to be credit impaired)	5,107	1,177	122	96	6,502
Expected credit loss	43	7	1	19	70
Loss allowance	43	7	1	984	1,035
31 December 2023					
Trade receivables identified to be credit impaired	-	-	8	894	902
Expected credit loss rates	0.84%	0.62%	1.75%	18.60%	-
Gross carrying amount of trade receivables (exclude trade receivables identified to be credit impaired)	5,118	974	57	86	6,235
Expected credit loss	43	6	1	16	66
Loss allowance	43	6	9	910	968

As of 31 December 2024, the Company recorded trade receivable from a subsidiary of \$11,877,000 (2023: \$6,166,000) consequent to management fees and dividend income from a subsidiary. The Company assessed the impairment loss allowance of these amounts on a 12-month ECL basis consequent to their assessment and conclusion that the subsidiary is of low credit risk. In its assessment of the credit risk of the subsidiary, the Company considered amongst other factors, the financial position of the subsidiary as of 31 December 2024, the past financial performance and cash flow trends, adjusted for the outlook of the industry and economy in which the subsidiary operates in. Using 12-month ECL, the Company determined that the ECL is insignificant.

As of 31 December 2024, the Company recorded other receivables from subsidiaries of \$16,420,000 (2023: \$15,234,000) consequent to an extension of advances to the subsidiaries. The Company assessed the impairment loss allowance of these amounts on a 12-month ECL basis consequent to their assessment and conclusion that these receivables are of low credit risk. In its assessment of the credit risk of the subsidiaries, the Company considered amongst other factors, the financial position of the subsidiaries as of 31 December 2024, the past financial performance and cash flow trends, adjusted for the outlook of the industry and economy in which the subsidiaries operate in. Using 12-month ECL, the Company determined that the ECL is insignificant.

As of 31 December 2024, the Group recorded other receivables from third parties of \$193,000 (2023: \$159,000). The Group assessed the latest performance and financial position of the respective debtors, adjusted for the future outlook of the industry which the debtors operate in, by referring to expert publications on the industry, and for any market talks on the debtors' credit reputation and concluded that there has been no significant increase in the credit risk since the initial recognition of the financial asset. Accordingly, the Group measured the loss allowance using 12-month ECL and determined that the ECL is insignificant.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

31. Financial instruments and financial risks (Continued)

Credit risk (Continued)

Other receivables (Note 12)

The movement in the loss allowance during the financial year and the Group's exposure to credit risk in respect of the trade receivables and other receivables are as follows:

Group	Trade receivables			Other receivables from third parties	
	Note (i) \$'000	In default \$'000	Total \$'000	Performing \$'000	Total \$'000
Loss allowance					
Balance at 1 January 2023	20	739	759	-	-
Financial assets repaid	-	(6)	(6)	-	-
Net remeasurement of loss allowance	46	169	215	-	-
Balance at 31 December 2023	66	902	968	-	-
Financial assets repaid	-	(7)	(7)	-	-
Net remeasurement of loss allowance	4	70	74	-	-
Balance at 31 December 2024	70	965	1,035	-	-
Gross carrying amount					
At 31 December 2024	6,502	965	7,467	193	193
At 31 December 2023	6,235	902	7,137	159	159
Net carrying amount					
At 31 December 2024	6,432	-	6,432	193	193
At 31 December 2023	6,169	-	6,169	159	159

Note (i) For trade receivables, the Group uses the practical expedient under SFRS(I) 9 in the form of an allowance matrix to measure the ECL, where the loss allowance is equal to lifetime ECL.

Market risks

Market risks are the risks that changes in market prices, such as foreign currency exchange rates, interest rates and equity prices will affect the Group's income or the value of its holdings of financial instruments. The Group's activities expose it primarily to the financial risks of changes in foreign currency exchange rates and interest rates. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

Foreign currency risk

The Group's foreign currency exposures arise mainly from the exchange rate movements of the United States dollar against the Singapore dollar.

Those exposures are managed primarily by using natural hedges that arise from offsetting assets and liabilities that are denominated in foreign currencies.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

31. Financial instruments and financial risks (Continued)

Market risks (Continued)

Foreign currency risk (Continued)

At the end of the reporting period, the carrying amounts of monetary assets and monetary liabilities denominated in a currency other than the functional currency of each Group entity are as follows:

	Group			
	Assets		Liabilities	
	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000
United States dollar	480	447	709	124

Foreign currency sensitivity analysis

The following table details the sensitivity to a 10% (2023: 10%) increase or decrease in the relevant foreign currencies against the functional currency of each Group entity. 10% (2023: 10%) is the sensitivity rate representing management's assessment of the possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 10% (2023: 10%) change in foreign currency rates. The sensitivity analysis includes external loans as well as loans to foreign operations within the Group where they give rise to an impact on the Group's profit or loss.

If the Singapore dollar were to strengthen by 10% (2023: 10%) against the United States dollar, profit will increase or (decrease) by:

	Group	
	2024	2023
	\$'000	\$'000
United States dollar impact	23	(32)

Interest rate risk

The Group is exposed to interest rate risk through the impact of rate changes on interest bearing liabilities and assets. No sensitivity analysis is prepared as the Group does not expect any material effect on the Group's profit or loss and equity arising from the effects of reasonably possible changes.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

31. Financial instruments and financial risks (Continued)

Market risks (Continued)

Equity price risk

The Group is exposed to equity risk arising from equity investments classified as financial assets at fair value through profit or loss.

Further details of these equity investments can be found in Note 13 to the financial statements.

Equity price sensitivity analysis

The sensitivity analysis below has been determined based on the exposure to equity price risk at the end of the financial year.

The sensitivity analysis assumes an instantaneous 10% change (2023: 10%) in the equity prices from the reporting date, with all variables held constant.

	Group	
	Increase/(Decrease)	
	Profit before income tax	
	2024	2023
	\$'000	\$'000
Financial assets at FVTPL	140	131

Liquidity risk

Liquidity risk refers to the risk in which the Group and Company encounter difficulties in meeting its short-term obligations. Liquidity risks are managed by matching the payment and receipt cycle.

The Group's and Company's operations are financed mainly through equity and retained earnings. Adequate lines of credits are maintained to ensure the necessary liquidity is available when required.

The following table details the Group's and Company's remaining contractual maturity for its non-derivative financial instruments. The table has been drawn up based on contractual undiscounted cash flows of financial instruments based on the earlier of the contractual date or when the Group and Company are expected to receive or (pay). The table includes both interest and principal cash flows.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

31. Financial instruments and financial risks (Continued)

Liquidity risk (Continued)

Group	Effective Interest rate %	1 year or less \$'000	2 to 5 years \$'000	Over 5 years \$'000	Total \$'000
Undiscounted financial assets					
Cash and cash equivalent	-	34,647	-	-	34,647
Trade receivables	-	6,432	-	-	6,432
Other receivables – third parties	-	193	-	-	193
As at 31 December 2024		41,272	-	-	41,272
Cash and cash equivalent	-	30,563	-	-	30,563
Trade receivables	-	6,169	-	-	6,169
Other receivables – third parties	-	159	-	-	159
As at 31 December 2023		36,891	-	-	36,891
Undiscounted financial liabilities					
Trade payables (exclude GST payables)	-	9,705	-	-	9,705
Other payables – third parties and accruals	-	2,866	-	-	2,866
Lease liabilities	3.0%	493	961	3,095	4,549
As at 31 December 2024		13,064	961	3,095	17,120
Trade payables (exclude GST payables)	-	8,903	-	-	8,903
Other payables – third parties and accruals	-	3,046	-	-	3,046
Lease liabilities	3.0%	605	985	3,051	4,641
As at 31 December 2023		12,554	985	3,051	16,590
Total undiscounted net financial assets/(liabilities)					
- at 31 December 2024		28,208	(961)	(3,095)	24,152
- at 31 December 2023		24,337	(985)	(3,051)	20,301

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

31. Financial instruments and financial risks (Continued)

Liquidity risk (Continued)

Company	Effective Interest rate %	Repayable within 1 year \$'000
Undiscounted financial assets		
Cash and cash equivalents	-	422
Trade receivables	-	11,877
Other receivables – third parties and subsidiaries	-	16,458
As at 31 December 2024		28,757
Cash and cash equivalents	-	414
Trade receivables	-	6,166
Other receivables – third parties and subsidiaries	-	15,237
As at 31 December 2023		21,817
Undiscounted financial liability		
Other payables – third parties, subsidiary and accruals	-	69
As at 31 December 2024		69
Other payables – third parties, subsidiary and accruals	-	112
As at 31 December 2023		112
Total undiscounted net financial assets		
- at 31 December 2024		28,688
- at 31 December 2023		21,705

Financial instruments by category

The carrying amount of the different categories of financial instruments is as disclosed on the face of the statements of financial position and as follows:

	Note	Group		Company	
		2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Financial assets at FVTPL					
Quoted equity instruments	13	366	278	-	-
Unquoted equity instruments	13	1,030	1,030	-	-
		1,396	1,308	-	-
Financial assets at amortised cost					
Cash and cash equivalents	10	34,647	30,563	422	414
Trade receivables	11	6,432	6,169	11,877	6,166
Other receivables – third parties and subsidiaries	12	193	159	16,458	15,237
		41,272	36,891	28,757	21,817
Total		42,668	38,199	28,757	21,817
Financial liabilities at amortised cost					
Trade payables	20	9,705	8,903	-	-
Other payables – third parties and accruals	21	2,866	3,046	69	112
Lease liabilities	23	3,208	3,314	-	-
Total		15,779	15,263	69	112

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

32. Fair value of assets and liabilities

The fair values of applicable assets and liabilities, are determined and categorised using a fair value hierarchy as follows:

- (a) Level 1 - the fair values of assets and liabilities with standard terms and conditions and which trade in active markets that the Group can access at the measurement date are determined with reference to quoted market prices (unadjusted).
- (b) Level 2 - in the absence of quoted market prices, the fair values of the assets and liabilities are determined using the other observable, either directly or indirectly, inputs such as quoted prices for similar assets/liabilities in active markets or included within Level 1, quoted prices for identical or similar assets/liabilities in non-active markets.
- (c) Level 3 - in the absence of quoted market prices included within Level 1 and observable inputs included within Level 2, the fair values of the remaining assets and liabilities are determined in accordance with generally accepted pricing models.

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

The carrying amounts of cash and cash equivalents, trade and other current receivables and payables approximate their respective fair values due to the relatively short-term maturity of these financial instruments, except for those separately disclosed.

	Note	Group		
		Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
2024				
Recurring fair value measurements				
Asset				
Financial assets:				
Financial assets at FVTPL				
- Quoted equity instruments	13	366	-	-
- Unquoted equity instruments	13	-	1,030	-
Financial assets as at 31 December		366	1,030	-
2023				
Recurring fair value measurements				
Asset				
Financial assets:				
Financial assets at FVTPL				
- Quoted equity instruments	13	278	-	-
- Unquoted equity instruments	13	-	1,030	-
Financial assets as at 31 December		278	1,030	-

33. Contingent liabilities, unsecured

As at the end of the financial year, the Company had given undertakings to certain subsidiaries to provide continued financial support to these subsidiaries to enable them to operate as going concerns and to meet their obligations as and when they fall due for at least 12 months from the financial year end.

NOTES TO FINANCIAL STATEMENTS

For the financial year ended 31 December 2024

34. Capital management policies and objectives

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while maximising the return to stakeholders through optimisation of debt and equity balance except where decisions are made to exit businesses or close companies.

The capital structure of the Group consists of equity attributable to owners of the Company, comprising issued capital, retained earnings and reserves.

The management reviews the capital structure on an annual basis. As a part of this review, management considers the cost of capital and the risks associated with each class of capital. The Group will balance its overall capital structure through the payment of dividends, new share issues as well as the issue of new debt or the redemption of existing debt. The Group's overall strategy remains unchanged from prior year. There are no externally imposed capital requirements.

SHAREHOLDING STATISTICS

As at 13 March 2025

Number of issued shares	:	208,000,000
Number of Treasury Shares held	:	343,300 or 0.16% of the total issued shares
Number of issued shares (excluding treasury shares)	:	207,656,700
Number of Subsidiary Holdings held	:	Nil
Class of shares	:	Ordinary shares
Voting rights	:	1 vote per share (no vote for treasury shares)

SHAREHOLDINGS HELD IN HANDS OF PUBLIC

Based on information available to the Company as at 13 March 2025, 29.70% of the issued ordinary shares of the Company is held by the public and therefore Rule 723 of the Listing Manual Section B: Rules of Catalyst of the Singapore Exchange Securities Trading Limited has been complied with.

ANALYSIS OF SHAREHOLDINGS

Range of Shareholdings	No. of Shareholders	%	No. of Shares	%
1 - 99	0	0.00	0	0.00
100 - 1,000	32	12.85	22,900	0.01
1,001 - 10,000	95	38.15	495,300	0.24
10,001 - 1,000,000	113	45.38	10,976,000	5.29
1,000,001 and above	19	3.62	196,162,500	94.46
	<u>259</u>	<u>100.00</u>	<u>207,656,700</u>	<u>100.00</u>

TOP 20 SHAREHOLDERS

No.	Name of Shareholder	No. of Shares	%**
1	TL INVESTMENT HOLDINGS PTE LTD	131,040,000	63.10
2	LIM TECK SENG	14,560,000	7.01
3	CITIBANK NOMINEES SINGAPORE PTE LTD	9,627,900	4.64
4	KHWAJA ASIF RAHMAN	9,400,000	4.53
5	CGS INTERNATIONAL SECURITIES SINGAPORE PTE LTD	9,085,100	4.37
6	UOB KAY HIAN PTE LTD	8,052,900	3.88
7	PHILLIP SECURITIES PTE LTD	6,497,200	3.13
8	DBS NOMINEES PTE LTD	6,305,500	3.04
9	FU LIN	1,593,900	0.77
10	TAN YEOW SONG	1,000,000	0.48
11	NG LIT SIN	795,000	0.38
12	NG TIAN ZHU	704,100	0.34
13	TIGER BROKERS (SINGAPORE) PTE. LTD.	603,400	0.29
14	IFAST FINANCIAL PTE LTD	503,300	0.24
15	AH HOT GERARD ANDRE	427,600	0.21
16	TAN KOK CHING	395,000	0.19
17	RAFFLES NOMINEES (PTE) LIMITED	275,600	0.13
18	TAY SOK CHENG	260,000	0.12
19	HSBC (SINGAPORE) NOMINEES PTE LTD	243,000	0.12
20	WONG YOKE MENG	200,000	0.10
		<u>201,569,500</u>	<u>97.07</u>

** The percentage is calculated based on the number of issued ordinary shares of the Company as at 13 March 2025, excluding 343,300 shares held as treasury shares as at that date.

SHAREHOLDING STATISTICS

As at 13 March 2025

SUBSTANTIAL SHAREHOLDERS

Name of Substantial Shareholders	Shareholdings Registered in the Name of Substantial Shareholder		Shareholdings in which the Substantial Shareholders are Deemed to be Interested	
	No. of Shares	%	No. of Shares	%
TL Investment Holdings Pte. Ltd. (formerly known as Lim Trust Pte. Ltd.)	131,040,000	63.10	-	-
Mr Lim Teck Chuan ⁽¹⁾	-	-	131,040,000	63.10
Mr Lim Teck Seng ⁽²⁾	14,560,000	7.01	260,000	0.13

Note:-

- (1) Mr Lim Teck Chuan holds 100% of the issued share capital of TL Investment Holdings Pte. Ltd.. Accordingly, Mr Lim Teck Chuan is deemed to be interested in all the shares held by TL Investment Holdings Pte. Ltd. by virtue of Section 7 of the Singapore Companies Act 1967.
- (2) Mr Lim Teck Seng is deemed to be interested in the 260,000 shares held by his spouse, Mdm Tay Sok Cheng by virtue of Section 7 of the Singapore Companies Act 1967.

APPENDIX

APPENDIX DATED 10 APRIL 2025

THIS APPENDIX IS IMPORTANT AND REQUIRES YOUR IMMEDIATE ATTENTION. PLEASE READ IT CAREFULLY.

If you are in any doubt as to the contents herein or the course of action you should take, you should consult your bank manager, stockbroker, solicitor, accountant, tax adviser or other professional adviser immediately.

This Appendix is circulated to the Shareholders (as defined herein) of Choo Chiang Holdings Ltd. (the “**Company**”) together with the Company’s annual report for the financial year ended 31 December 2024 (“**Annual Report**”). Its purpose is to explain to Shareholders the rationale and provide information relating to, and to seek Shareholders’ approval for, the proposed renewal of the Share Buy-back Mandate and proposed adoption of the 2025 Choo Chiang Performance Share Plan (as defined herein) to be tabled at the AGM (as defined herein) of the Company to be held on Monday, 28 April 2025 at 11:00 a.m. at Choo Chiang HQ level 2 conference room @ 10 Woodlands Loop, Singapore 738388.

The notice of AGM and the proxy form are enclosed with the Annual Report 2024.

If you have sold or transferred all your shares in the capital of the Company held through The Central Depository (Pte) Limited (“**CDP**”), you need not forward this Appendix to the purchaser or transferee as arrangements will be made by CDP for a separate Appendix with the notice of AGM and the accompanying proxy form to be sent to the purchaser or transferee. If you have sold or transferred all your shares in the capital of the Company represented by physical share certificate(s), you should immediately forward this Appendix, together with the Annual Report, the notice of AGM and the accompanying proxy form, to the purchaser or transferee, or to the bank, stockbroker or agent through whom the sale or transfer was effected for onward transmission to the purchaser or transferee.

This Appendix has been reviewed by the Company’s Sponsor, SAC Capital Private Limited (“**Sponsor**”). This Appendix has not been examined or approved by the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) and the SGX-ST assumes no responsibility for the contents of this Appendix, including the correctness of any of the statements or opinions made or reports contained in this Appendix. The contact person for the Sponsor is Ms Charmian Lim (Tel: (65) 6232 3210) at 1 Robinson Road, #21-01 AIA Tower, Singapore 048542.



CHOO CHIANG HOLDINGS LTD.

(Incorporated in the Republic of Singapore)

(Company Registration No. 201426379D)

APPENDIX IN RELATION TO

- (1) THE PROPOSED RENEWAL OF THE SHARE BUY-BACK MANDATE**
- (2) THE PROPOSED ADOPTION OF THE 2025 CHOO CHIANG PERFORMANCE SHARE PLAN**

APPENDIX

DEFINITIONS

In this Appendix, the following definitions apply throughout except where the context otherwise requires:

"2015 Choo Chiang PSP"	:	The Choo Chiang Performance Share Plan adopted on 23 June 2015.
"2024 AGM"	:	The Annual General Meeting of the Company convened on 25 April 2024 to seek Shareholders' approval for the proposed renewal of the Share Buy-back Mandate.
"2025 Choo Chiang PSP"	:	The 2025 Choo Chiang PSP as proposed to be adopted at the AGM.
"ACRA"	:	The Accounting and Corporate Regulatory Authority of Singapore
"AGM"	:	The Annual General Meeting of the Company
"Appendix"	:	This Appendix to Shareholders dated 10 April 2025
"Approval Date"	:	The date of the forthcoming AGM, being 28 April 2025, whereby the approval for the renewal of the Share Buy-back Mandate and proposed adoption of the 2025 Choo Chiang PSP are sought
"Associate"	:	<p>(a) in relation to any Director, Chief Executive Officer, Substantial Shareholder or Controlling Shareholder (being an individual) means:</p> <p>(i) his immediate family;</p> <p>(ii) the trustees of any trust of which he or his immediate family is a beneficiary or, in the case of a discretionary trust, is a discretionary object; or</p> <p>(iii) any company in which he and his immediate family together (directly or indirectly) have an interest of 30% or more; and</p> <p>(b) in relation to a Substantial Shareholder or a Controlling Shareholder (being a company) means any company which is its subsidiary or holding company or is a subsidiary of any such holding company or one in the equity of which it and/or such other company or companies taken together (directly or indirectly) have an interest of 30% or more,</p> <p>or such other definition as the Catalist Rules may from time to time prescribe</p>
"associated company"	:	A company in which at least 20% but not more than 50% of its shares are held by the Company or the Group
"Award"	:	A contingent award of Shares under the 2025 Choo Chiang PSP
"Award Shares"	:	The Shares which may be allotted or issued, or transferred from treasury, from time to time to a Participant pursuant to the vesting of the Awards granted under the 2025 Choo Chiang PSP
"Board"	:	The Board of Directors of the Company as at the date of this Appendix
"Catalist"	:	The sponsor-supervised listing platform of the SGX-ST
"Catalist Rules"	:	The Listing Manual Section B:Rules of Catalist of the SGX-ST, as amended, modified or supplemented from time to time
"CDP"	:	The Central Depository (Pte) Limited

APPENDIX

“Companies Act”	:	The Companies Act 1967 of Singapore, as amended, modified or supplemented from time to time
“Company”	:	Choo Chiang Holdings Ltd.
“Constitution”	:	The constitution of the Company, as amended, modified or supplemented from time to time
“Control”	:	The capacity to dominate decision-making, directly or indirectly, in relation to the financial and operating policies of a company
“Controlling Shareholder”	:	A person (including a corporation) who: <ul style="list-style-type: none"> (a) holds directly or indirectly 15% or more of the nominal amount of all voting Shares. The SGX-ST may determine that a person who satisfies this paragraph is not a Controlling Shareholder; or (b) in fact exercises Control over the Company
“Directors”	:	The directors of the Company as at the date of this Appendix
“EPS”	:	Earnings per Share
“FY”	:	Financial year of the Company ended or ending 31 December (as the case may be)
“Grant Date”	:	In relation to an Award, the date on which the Award is granted, as the case may be
“Group”	:	The Company and its subsidiaries
“Group Employee”	:	A confirmed employee of the Group, including an Executive Director
“Group Executive Director”	:	A director who is employee of the Group and who performs an executive function
“Latest Practicable Date”	:	13 March 2025, being the latest practicable date prior to the printing of this Appendix
“Market Day”	:	A day on which the SGX-ST is open for trading in securities
“NAV”	:	Net asset value
“NTA”	:	Net tangible assets
“Participant”	:	The person(s) who has been granted an Award pursuant to the 2025 Choo Chiang PSP
“Ordinary Resolution”	:	The ordinary resolution as set out in the notice of AGM on pages 142 to 147 of the Annual Report
“Relevant Period”	:	The period commencing from the date on which the ordinary resolution relating to the proposed renewal of the Share Buy-back Mandate is passed in a general meeting and expiring on the earliest of (a) the date on which the next AGM is held or is required by law to be held, (b) the date on which the Share Buy-back are carried out to the full extent mandated, or (c) the date the Share Buy-back Mandate is revoked or varied by the Shareholders in a general meeting
“Remuneration Committee”	:	The remuneration committee of the Company from time to time

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“ Securities Account ”	:	The securities account maintained by a Depositor with CDP (but does not include a securities sub-account maintained with a Depository Agent)
“ SFRS(I) 2 ”	:	The Singapore Financial Reporting Standard (International) 2 – Share-based Payment
“ SFA ”	:	The Securities and Futures Act 2001 of Singapore, as amended, modified or supplemented from time to time
“ SGX-ST ”	:	Singapore Exchange Securities Trading Limited
“ Share Buy-back(s) ”	:	The purchase or acquisition by the Company of its own issued and fully paid-up Shares
“ Share Buy-back Mandate ”	:	The proposed mandate given by the Shareholders to authorise the Directors to carry out Share Buy-backs, in accordance with the terms set out in this Appendix and in compliance with the rules and regulations set forth in the Companies Act and the Catalist Rules
“ Shareholders ”	:	The registered holders of the Shares in the register of members of the Company, except where the registered holder is CDP, the term “Shareholders” shall, in relation to such Shares and where the context so admits, mean the Depositors whose Securities Accounts are credited with such Shares
“ Shares ”	:	Ordinary shares in the issued share capital of the Company
“ SIC ”	:	The Securities Industry Council of Singapore
“ Substantial Shareholder ”	:	A person (including a corporation) who holds directly or indirectly 5% or more of the total voting Shares
“ Take-over Code ”	:	The Singapore Code on Take-overs and Mergers, as amended, modified or supplemented from time to time
“ \$ ” and “ cents ”	:	Singapore dollars and cents respectively, being the lawful currency of the Republic of Singapore
“ % ” or “ per cent ”	:	Percentage or per centum

The terms “**Depositor**”, “**Depository Agent**” and “**Depository Register**” shall have the same meanings ascribed to them, respectively, in Section 81SF of the SFA or any statutory modification thereof, as the case may be.

The term “**subsidiary**” shall have the same meaning ascribed to it in Section 5 of the Companies Act. The term “**treasury shares**” shall have the same meaning ascribed to it in Section 4 of the Companies Act. The term “**subsidiary holdings**” is defined in the Catalist Rules to mean shares referred to in Sections 21(4), 21(4B), 21(6A) and 21(6C) of the Companies Act.

Words importing the singular shall, where applicable, include the plural and vice versa, and words importing the masculine gender shall, where applicable, include the feminine and neuter genders and vice versa. References to persons shall include corporations.

Any reference in this Appendix to any statute or enactment is a reference to that statute or enactment as for the time being amended or re-enacted. Any word or term defined under the Companies Act, the SFA, the Catalist Rules or any statutory modification thereof and used in this Appendix shall, where applicable, have the same meaning ascribed to it under the Companies Act, the SFA, the Catalist Rules or any statutory modification thereof, as the case may be, unless otherwise provided.

Any reference to a time of day and to dates in this Appendix shall be a reference to Singapore time and dates, respectively, unless otherwise stated.

Any discrepancies in this Appendix between the sum of the figures stated and the total thereof are due to rounding. Accordingly, figures shown as totals in this Appendix may not be an arithmetic aggregation of the figures which precede them.

APPENDIX

CHOO CHIANG HOLDINGS LTD.

(Incorporated in the Republic of Singapore)
(Company Registration No. 201426379D)

Directors

Mr Lim Teck Chuan, Thomas (*Executive Chairman and CEO*)
Mr Lim Teck Seng, Rocky (*Executive Director*)
Mr Lim Teck Chai, Danny (*Lead Independent Director*)
Mr Sho Kian Hin, Eric (*Independent Director*)
Mr Tan Soon Liang (*Independent Director*)

Registered Office

10 Woodlands Loop
Singapore 738388

10 April 2025

To: The Shareholders of Choo Chiang Holdings Ltd.

Dear Sir/Madam,

(1) THE PROPOSED RENEWAL OF THE SHARE BUY-BACK MANDATE

(2) THE PROPOSED ADOPTION OF THE 2025 CHOO CHIANG PERFORMANCE SHARE PLAN

1. INTRODUCTION

1.1 The Directors propose to seek the approval of Shareholders at the forthcoming AGM to be held on Monday, 28 April 2025 at 11:00 a.m. at Choo Chiang HQ level 2 conference room @ 10 Woodlands Loop, Singapore 738388 for the following resolutions in the notice of AGM as announced on the same date as the date of this Appendix:

- (a) The proposed Ordinary Resolution 8 in the notice of AGM relates to the proposed renewal of Share Buy-back as set out in paragraph 2 below.
- (b) The proposed Ordinary Resolution 9 in the notice of AGM relates to the proposed adoption of the 2025 Choo Chiang PSP as set out in paragraph 3 below.

1.2 The purpose of this Appendix is to provide Shareholders with information relating to, and to seek approval for the proposed renewal of the Share Buy-back Mandate and proposed adoption of the 2025 Choo Chiang PSP.

1.3 This Appendix has been prepared solely for the purpose set out herein and may not be relied upon by any persons (other than Shareholders) or for any other purpose.

1.4 The SGX-ST assumes no responsibility for the correctness of any of the statements made, reports contained or opinions expressed in this Appendix.

2. THE PROPOSED RENEWAL OF THE SHARE BUY-BACK MANDATE

2.1 Background

The Companies Act allows a Singapore-incorporated company to purchase or otherwise acquire its issued ordinary shares, stocks and preference shares if such purchase or acquisition is permitted under its constitution. Any purchase or acquisition of shares by the company would also have to be made in accordance with, and in the manner prescribed by, the Companies Act, its constitution and the Catalist Rules (in particular Part XI of Chapter 8 of the Catalist Rules which relates to Share Buy-backs) and such other laws and regulations as may for the time being be applicable. Regulation 17 of the Company's Constitution expressly permits the Company to carry out Share Buy-backs.

It is a requirement under the Companies Act and the Catalist Rules that a company which wishes to purchase or otherwise acquire its own shares has to obtain the approval of its shareholders to do so at a general meeting of its shareholders. In this regard, the approval of Shareholders is being sought at the forthcoming AGM for the renewal of the Share Buy-back Mandate.

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At the 2024 AGM, the Shareholders had approved the renewal of the Share Buy-back Mandate. The authority and limitations of the Share Buy-back Mandate were set out in the Appendix to the FY2023 Annual Report and the ordinary resolution in the notice of the 2024 AGM dated 8 April 2024, respectively. The authority contained in the Share Buy-back Mandate renewed at the 2024 AGM was expressed to continue in force until the next annual general meeting of the Company and, as such, would be expiring on 28 April 2025, being the date of the forthcoming AGM. Accordingly, the Directors propose that the Share Buy-back Mandate be renewed at the forthcoming AGM.

If approved by Shareholders at the AGM, the authority conferred by the Share Buy-back Mandate will continue to be in force until the conclusion of the next AGM or the date by which such an AGM is required to be held (whereupon it will lapse, unless renewed at such meeting) or the date on which the Share Buy-backs have been carried out to the full extent mandated or the date the Share Buy-back Mandate is varied or revoked by the Shareholders at a general meeting (if so varied or revoked prior to the next AGM), whichever is the earliest.

Subject to its continued relevance to the Company, the Share Buy-back Mandate will be put to Shareholders for renewal at each subsequent AGM.

2.2 Rationale for the Share Buy-back Mandate

The rationale for the Company to undertake the purchase or acquisition of its Shares is as follows:

- (a) The Share Buy-back Mandate will help to mitigate short-term price volatility (by way of stabilising the supply and demand of Shares) and offset the effects of short-term speculation, supporting the fundamental value of the Shares, thereby bolstering Shareholders' confidence.
- (b) The Share Buy-back Mandate would provide the Company with the flexibility to conduct Share Buy-backs up to the 10% limit described in paragraph 2.3 (a) below at any time, during the period when the Share Buy-back Mandate is in force. This would allow the Board to better manage the capital structure, dividend payout and cash reserves of the Group.
- (c) It is an expedient, effective and cost-efficient way for the Company to return surplus cash/funds over and above its ordinary capital requirements, if any, which are in excess of its financial requirements, taking into account its growth and expansion plans, to its Shareholders.
- (d) In managing the business of the Group, the management team strives to increase Shareholders' value by improving, *inter alia*, the return on equity of the Group. In addition to growth and expansion of the business, Share Buy-backs may be considered as one of the ways through which the return on equity of the Group may be enhanced.
- (e) Repurchased Shares which are held in treasury may be transferred for the purposes of or pursuant to employees' share schemes implemented by the Company.

Shareholders should note that Share Buy-backs will be made only when the Board considers it to be in the best interests of the Company and the Shareholders and in circumstances which will not result in any material adverse effect on the financial position of the Company or the Group, or result in the Company being delisted from the SGX-ST.

2.3 Authority and limits of the Share Buy-back Mandate

The authority and limitations placed on purchases or acquisitions of Shares by the Company under the Share Buy-back Mandate are summarised below:

(a) Maximum number of Shares

Only Shares which are issued and fully paid-up may be purchased or acquired by the Company. The total number of Shares that may be purchased or acquired pursuant to the Share Buy-back Mandate is limited to such number of Shares representing not more than 10% of the total number of issued Shares of the Company as at Approval Date, unless the Company has, at any time during the Relevant Period, effected a reduction of its share capital in accordance with the applicable provisions of the Companies Act, in which event the total number of issued Shares shall be taken to be the total number of issued Shares as altered. Any Shares which are held as treasury shares and subsidiary holdings will be disregarded for the purposes of computing the 10% limit.

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For illustrative purposes, based on the existing issued and paid-up share capital of the Company comprising 207,656,700 Shares (excluding 343,300 treasury shares and Nil subsidiary holdings) as at the Latest Practicable Date, and assuming that (a) there are no changes made to the share capital of the Company on or prior to the forthcoming AGM, and (b) no further Shares are purchased and held as Treasury Shares, the purchase or acquisition by the Company of up to the maximum limit of 10% of its issued Shares will result in the purchase or acquisition of 20,765,670 Shares.

While the Share Buy-back Mandate would authorise Share Buy-backs up to 10% of the issued and paid-up Shares as at Approval Date, the Share Buy-backs may not be carried out to the full extent mandated to comply with the public float requirements in Rule 723 of the Catalist Rules or should the Share Buy-backs result in market illiquidity or adversely affect the orderly trading and listing status of the Shares on the SGX-ST.

(b) Duration of authority

Pursuant to the Share Buy-back Mandate, Share Buy-backs may be made during the Relevant Period, at any time and from time to time, from the Approval Date, up to the earliest of:

- (i) the date on which the next AGM is held or required by law to be held;
- (ii) the date on which the Share Buy-backs are carried out to the full extent mandated under the Share Buy-back Mandate; or
- (iii) the date on which the authority conferred by the Share Buy-back Mandate is revoked or varied by the Shareholders at a general meeting.

The Share Buy-back Mandate may be renewed at each AGM or any other general meeting of the Company.

(c) Manner of Share Buy-backs

Share Buy-backs under the Share Buy-back Mandate can be effected by the Company by way of:

- (i) on-market purchases, transacted on the SGX-ST through the ready market or, as the case may be, any other stock exchange on which the Shares may for the time being be listed and quoted, through one or more duly licensed stockbrokers appointed by the Company for the purpose of the Share Buy-back ("**Market Purchases**"); and/or
- (ii) off-market purchases transacted otherwise than on the SGX-ST, in accordance with an equal access scheme (as defined in Section 76C of the Companies Act) ("**Off-Market Purchase**").

For Off-Market Purchase, the Directors may impose such terms and conditions, which are consistent with the Share Buy-back Mandate, the Companies Act, the Catalist Rules, the Constitution and other applicable laws and regulations in respect of an equal access scheme. Under the Companies Act, an equal access scheme must satisfy all the following conditions:

- (i) offers for the Share Buy-backs shall be made to every person who holds Shares to purchase or acquire the same percentage of their Shares;
- (ii) all of the abovementioned persons shall be given a reasonable opportunity to accept the offers made to them; and
- (iii) the terms of all the offers shall be the same, except that there shall be disregarded, where applicable:
 - (A) differences in consideration attributable to the fact that the offers may relate to Shares with different accrued dividend entitlements;
 - (B) differences in consideration attributable to the fact that the offers may relate to Shares with different amounts remaining unpaid; and

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- (C) differences in the offers introduced solely to ensure that each person is left with a whole number of Shares.

In addition, Rule 870 of the Catalist Rules provides that, if the Company wishes to make an Off-Market Purchase in accordance with an equal access scheme, the Company must, as required by the Catalist Rules, issue an offer document to all Shareholders containing at least the following information:

- (i) the terms and conditions of the offer;
- (ii) the period and procedures for acceptances;
- (iii) the reasons for the Share Buy-back;
- (iv) the consequences, if any, of the Share Buy-backs by the Company that will arise under the Take-over Code or other applicable take-over rules;
- (v) whether the Share Buy-backs, if made, would have any effect on the listing of the Shares on the SGX-ST;
- (vi) details of any Share Buy-backs made by the Company in the previous 12 months (whether by way of Market Purchases or Off-Market Purchases), giving the total number of Shares purchased or acquired, the purchase price per Share or the highest and lowest prices paid for the purchases or acquisitions of Shares, where relevant, and the total consideration paid for such purchases or acquisitions; and
- (vii) whether the Shares purchased or acquired by the Company will be cancelled or kept as treasury shares.

(d) Maximum price to be paid for the Shares

The purchase price (excluding applicable brokerage, stamp duties, commission, goods and services tax and other related expenses) to be paid for a Share will be determined by the Directors or a committee of Directors that may be constituted for the purposes of effecting Share Buy-backs under the Share Buy-back Mandate. However, the purchase price to be paid for the Shares for the Share Buy-backs must not exceed:

- (i) in the case of a Market Purchase, 105% of the Average Closing Price (as defined below); and
- (ii) in the case of an Off-Market Purchase pursuant to an equal access scheme, 120% of the Average Closing Price (as defined below),

in either case, excluding related expenses of the Share Buy-back ("**Maximum Price**").

For the above purposes:

"Average Closing Price" means the average of the closing market prices of the Shares over the last 5 Market Days, on which transactions in the Shares were recorded, immediately preceding the day on which the Market Purchase was made, or as the case may be, the Offer Date (as defined below) for an Off-Market Purchase, and deemed to be adjusted for any corporate action that occurs during the relevant 5 Market Day period and the date on which the Market Purchase is made or (as the case may be) the Offer Date of the Off-Market Purchase; and

"Offer Date" means the day on which the Company makes an offer for an Off-Market Purchase, stating therein the purchase price (which shall not be more than the Maximum Price for an Off-Market Purchase calculated on the foregoing basis) for each Share and the relevant terms of the equal access scheme for effecting the Off-Market Purchase.

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2.4 Status of purchased or acquired Shares

Shares purchased or otherwise acquired by the Company under a Share Buy-back are deemed cancelled immediately on completion of the Share Buy-back (and all rights and privileges attached to those Shares will expire on such cancellation) unless such Shares are held by the Company as treasury shares to the extent permitted under the Companies Act. Accordingly, the total number of issued Shares will be diminished by the number of Shares purchased or acquired by the Company and which are not held as treasury shares.

Shares purchased or acquired by the Company and cancelled will be automatically delisted by the SGX-ST. Certificates (where applicable) in respect thereof will be cancelled by the Company as soon as reasonably practicable following settlement of any such Share Buy-back.

2.5 Treasury shares

Under the Companies Act, Shares purchased or acquired by the Company may be held or dealt with as treasury shares. Some of the provisions on treasury shares under the Companies Act are summarised below:

(a) Maximum holdings

The total aggregate number of Shares held as treasury shares cannot at any time exceed 10% of the total number of issued Shares (excluding treasury shares and subsidiary holdings). Any Shares in excess of this limit shall be disposed of or cancelled in accordance with Section 76K of the Companies Act within 6 months beginning on the date on which the contravention occurs or such further periods as ACRA may allow.

(b) Voting and other rights

The Company cannot exercise any right in respect of treasury shares. In particular, the Company cannot exercise any right to attend or vote at general meetings and for the purposes of the Companies Act, the Company shall be treated as having no right to vote and the treasury shares shall be treated as having no voting rights.

In addition, no dividend may be paid, and no other distribution of the Company's assets may be made to the Company in respect of treasury shares. However, the allotment of shares as fully paid bonus shares in respect of treasury shares is allowed. A subdivision or consolidation of any treasury share into treasury shares of a greater or smaller number is also allowed so long as the total value of the treasury shares after the subdivision or consolidation is the same as before.

(c) Disposal and cancellation

Where Shares are held as treasury shares, the Company may at any time but subject always to the Take-over Code:

- (i) sell the treasury shares (or any of them) for cash;
- (ii) transfer the treasury shares (or any of them) for the purposes of or pursuant to any share scheme, whether for employees, directors or other persons;
- (iii) transfer the treasury shares (or any of them) as consideration for the acquisition of shares in or assets of another company or assets of a person;
- (iv) cancel the treasury shares (or any of them); or
- (v) sell, transfer or otherwise use the treasury shares for such other purposes as the Minister for Finance may by order prescribe.

2.6 Reporting requirements

(a) Notification to the ACRA

Within 14 days of the passing of a Shareholders' resolution to approve the proposed renewal of the Share Buy-back Mandate, the Company shall lodge a copy of such resolution with the ACRA.

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The Company shall also lodge with ACRA a notice of the Share Buy-back, within 30 days of such purchase or acquisition. Such notification shall include, *inter alia*, the date of the Share Buy-back, the total number of Shares purchased or acquired, the number of Shares cancelled or held as treasury shares, the Company's issued share capital before and after the Share Buy-backs, the amount of consideration paid for the Share Buy-backs and whether such consideration is paid out of profits or capital of the Company, and such other information as may be prescribed from time to time.

In addition, within 30 days of the cancellation or disposal of treasury shares in accordance with the provisions of the Companies Act, the Company shall lodge with ACRA a notice of cancellation or disposal of treasury shares with such information as may be prescribed from time to time.

(b) Notification to the SGX-ST

Rule 871 of the Catalist Rules specifies that a listed company must make an announcement on SGXNET of all purchases or acquisitions of its shares no later than 9.00 a.m.:

- (i) in the case of a Market Purchase, on the Market Day following the day on which the Market Purchase was made, and
- (ii) in the case of an Off-Market Purchase under an equal access scheme, on the second Market Day after the close of acceptance of the offer.

Such announcement shall include, *inter alia*, the maximum number of Shares authorised for purchase or acquisition, the date of the Share Buy-backs, the number of Shares purchased or acquired, the number of Shares cancelled or held as treasury shares, the purchase price per Share or (in the case of Market Purchases) the highest price and lowest price per Share, the total consideration paid for the Shares, the number of issued Shares after purchase or acquisition and such other information as may be prescribed from time to time. The announcement must be in the form of Appendix 8D prescribed by the Catalist Rules.

In addition, under Rule 704(31) of the Catalist Rules, an immediate announcement must be made of any sale, transfer, cancellation and/or use of treasury shares (in each case, the "**usage**"). Such announcement must include the date of usage, the purpose of usage, the number of treasury shares comprised in the usage, the number of treasury shares before and after the usage, the percentage of the number of treasury shares comprised in the usage against the total number of issued Shares before and after the usage, the value of the treasury shares comprised in the usage and such other information as may be prescribed from time to time.

2.7 Sources of funds

In purchasing Shares under the Share Buy-back Mandate, the Company may only apply funds legally available for Share Buy-backs as provided in the Constitution and in accordance with the applicable laws in Singapore. The Company may not purchase or acquire its Shares for a consideration other than in cash or, in the case of a Market Purchase, for settlement otherwise than in accordance with the trading rules of the SGX-ST.

Under the Companies Act, Share Buy-backs may be made out of the Company's distributable profits or capital so long as the Company is solvent. In determining whether the Company is solvent, the Directors must have regard to the most recently audited financial statements, other relevant circumstances, and may rely on valuations or estimation of assets or liabilities. In determining the value of contingent liabilities, the Directors may take into account the likelihood of the contingency occurring, as well as any counter-claims by the Company.

Pursuant to Section 76F(4) of the Companies Act, a company is "**solvent**" if, at the date of payment for the relevant Share Buy-back, the following conditions are satisfied:

- (a) there is no ground on which the company could be found to be unable to pay its debts;

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- (b) if,
 - (i) it is intended to commence the winding up of the company within the period of 12 months immediately after the date of payment, the company will be able to pay its debts in full within the period of 12 months after the date of commencement of the winding up; or
 - (ii) it is not intended so to commence winding up, the company will be able to pay its debts as they fall due during the period of 12 months immediately after the date of the payment; and
- (c) the value of the company's assets is not less than the value of its liabilities (including contingent liabilities) and will not, after the purchase or acquisition of shares, become less than the value of its liabilities (including contingent liabilities).

The Company intends to use internal sources of funds or borrowings or a combination of both to finance the Company's Share Buy-backs pursuant to the Share Buy-back Mandate. The Directors do not propose to exercise the Share Buy-back Mandate in a manner and to such extent that it would have a material adverse effect on the financial position, liquidity and/or the capital adequacy of the Group.

2.8 Financial effects

It is not possible for the Company to realistically calculate or quantify the impact of purchases or acquisitions of Shares that may be made pursuant to the Share Buy-back Mandate on the NAV and EPS of the Company and the Group as the resultant effect would depend on, *inter alia*, the aggregate number of Shares purchased or acquired, whether the purchase or acquisition is made out of capital or profits, the purchase prices paid for such Shares, the amount (if any) borrowed by the Company to fund such purchases or acquisitions and whether the Shares purchased or acquired are cancelled or held as treasury shares.

The Share Buy-back scenarios discussed below in this Section 2.8 are for illustrative purposes only and under the following assumptions:

- (a) The Share Buy-back Mandate has been effective from 1 January 2024;
- (b) Based on 207,656,700 Shares (excluding 343,300 treasury shares and Nil subsidiary holdings) in issue as at the Latest Practicable Date and assuming no change in share capital on or prior to Approval Date, the Company carried out Share Buy-backs in respect of 20,765,670 Shares (representing 10% of the total number of Shares);
- (c) **In the case of Market Purchases by the Company**, assuming that the Company purchases or acquires 20,765,670 Shares at the Maximum Price of \$0.395 for each Share (being the price equivalent to 105% of the Average Closing Price immediately preceding the Latest Practicable Date), the maximum amount of funds required is approximately \$8,202,000.

In the case of Off-Market Purchases by the Company, assuming that the Company purchases or acquires 20,765,670 Shares at the Maximum Price of \$0.450 for each Share (being the price equivalent to 120% of the Average Closing Price immediately preceding the Latest Practicable Date), the maximum amount of funds required is approximately \$9,344,000;
- (d) The Share Buy-backs are funded entirely by internal resources; and
- (e) Transaction costs incurred for the Share Buy-backs are assumed to be insignificant and have been disregarded for the purpose of computing the financial effects.

For illustrative purposes only, and based on the assumptions set out above, the financial effects of (i) Share Buy-backs of 20,765,670 Shares by the Company made entirely out of capital and the purchased shares are held in treasury; and (ii) Share Buy-backs of 20,765,670 Shares by the Company made entirely out of capital and the purchased shares are cancelled on the audited consolidated financial statements of the Company and the Group for FY2024 are set out below:

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Scenario 1 – Purchases made entirely out of capital and held as treasury shares**(i) Market Purchases**

As at 31 December 2024	Before Share Buy-back	After Share Buy-back	Before Share Buy-back	After Share Buy-back
	Group		Company	
	\$'000	\$'000	\$'000	\$'000
Share capital	8,020	8,020	8,020	8,020
Accumulated profits	61,766	61,766	22,833	22,833
Treasury shares	(89)	(8,291)	(89)	(8,291)
Equity attributable to owners of the Company	69,697	61,495	30,764	22,562
NAV ⁽¹⁾	69,697	61,495	30,764	22,562
Cash and cash equivalents	34,647	26,445	422	422 ⁽²⁾
Current Assets	65,457	57,255	28,775	28,775
Current Liabilities	16,045	16,045	121	8,323
Working capital	49,412	41,210	28,654	20,452
Total borrowings	-	-	-	8,202
Profit attributable to owners of the Company	11,788	11,788	12,370	12,370
Number of Shares	207,656,700	186,891,030	207,656,700	186,891,030
Financial Ratios				
NAV per Share (cents) ⁽³⁾	33.56	32.90	14.81	12.07
Current Ratio (times) ⁽⁴⁾	4.08	3.57	237.81	3.46
Basic EPS (cents) ⁽⁵⁾	5.68	6.31	5.96	6.62

(ii) Off-Market Purchases

As at 31 December 2024	Before Share Buy-back	After Share Buy-back	Before Share Buy-back	After Share Buy-back
	Group		Company	
	\$'000	\$'000	\$'000	\$'000
Share capital	8,020	8,020	8,020	8,020
Accumulated profits	61,766	61,766	22,833	22,833
Treasury shares	(89)	(9,433)	(89)	(9,433)
Equity attributable to owners of the Company	69,697	60,353	30,764	21,420
NAV ⁽¹⁾	69,697	60,353	30,764	21,420
Cash and cash equivalents	34,647	25,303	422	422 ⁽²⁾
Current Assets	65,457	56,113	28,775	28,775
Current Liabilities	16,045	16,045	121	9,465
Working capital	49,412	40,068	28,654	19,310
Total borrowings	-	-	-	9,344
Profit attributable to owners of the Company	11,788	11,788	12,370	12,370
Number of Shares	207,656,700	186,891,030	207,656,700	186,891,030
Financial Ratios				
NAV per Share (cents) ⁽³⁾	33.56	32.29	14.81	11.46
Current Ratio (times) ⁽⁴⁾	4.08	3.50	237.81	3.04
Basic EPS (cents) ⁽⁵⁾	5.68	6.31	5.96	6.62

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Scenario 2 – Purchases made out of capital and cancelled**(i) Market Purchases**

As at 31 December 2024	Before Share Buy-back	After Share Buy-back	Before Share Buy-back	After Share Buy-back
	Group		Company	
	\$'000	\$'000	\$'000	\$'000
Share capital and reserves	8,020	(271)	8,020	(271)
Accumulated profits	61,766	61,766	22,833	22,833
Treasury shares	(89)	-	(89)	-
Equity attributable to owners of the Company	69,697	61,495	30,764	22,562
NAV ⁽¹⁾	69,697	61,495	30,764	22,562
Cash and cash equivalents	34,647	26,445	422	422 ⁽²⁾
Current Assets	65,457	57,255	28,775	28,775
Current Liabilities	16,045	16,045	121	8,323
Working capital	49,412	41,210	28,654	20,452
Total borrowings	-	-	-	8,202
Profit attributable to owners of the Company	11,788	11,788	12,370	12,370
Number of Shares	207,656,700	186,891,030	207,656,700	186,891,030
Financial Ratios				
NAV per Share (cents) ⁽³⁾	33.56	32.90	14.81	12.07
Current Ratio (times) ⁽⁴⁾	4.08	3.57	237.81	3.46
Basic EPS (cents) ⁽⁵⁾	5.68	6.31	5.96	6.62

(ii) Off-Market Purchases

As at 31 December 2024	Before Share Buy-back	After Share Buy-back	Before Share Buy-back	After Share Buy-back
	Group		Company	
	\$'000	\$'000	\$'000	\$'000
Share capital and reserves	8,020	(1,413)	8,020	(1,413)
Accumulated profits	61,766	61,766	22,833	22,833
Treasury shares	(89)	-	(89)	-
Equity attributable to owners of the Company	69,697	60,353	30,764	21,420
NAV ⁽¹⁾	69,697	60,353	30,764	21,420
Cash and cash equivalents	34,647	25,303	422	422 ⁽²⁾
Current Assets	65,457	56,113	28,775	28,775
Current Liabilities	16,045	16,045	121	9,465
Working capital	49,412	40,068	28,654	19,310
Total borrowings	-	-	-	9,344
Profit attributable to owners of the Company	11,788	11,788	12,370	12,370
Number of Shares	207,656,700	186,891,030	207,656,700	186,891,030
Financial Ratios				
NAV per Share (cents) ⁽³⁾	33.56	32.29	14.81	11.46
Current Ratio (times) ⁽⁴⁾	4.08	3.50	237.81	3.04
Basic EPS (cents) ⁽⁵⁾	5.68	6.31	5.96	6.62

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Notes:

- (1) NAV represents total assets less total liabilities.
- (2) The Company will procure loans from its subsidiaries of an amount sufficient to finance the Share Buy-backs being S\$8,202,000 for Market Purchases and S\$9,344,000 for Off-Market Purchases.
- (3) NAV per Share is computed based on NAV divided by the number of Shares in issue.
- (4) Current ratio equals current assets divided by current liabilities.
- (5) Basic EPS is computed based on profit attributable to owners of the Company divided by the number of Shares in issue.

Shareholders should note that the financial effects set out above are based on certain assumptions and are purely for illustrative purposes only. In particular, it is important to note that the above illustration is based on the audited consolidated financial statements of the Company and the Group for FY2024, and is not necessarily representative of the future financial performance of the Company or the Group.

The Board will take into account both financial and non-financial factors (for example, stock market conditions and the performance of the Shares) in assessing the relative impact of a Share Buy-back before execution. Although the Share Buy-back Mandate would authorise the Company to purchase or acquire up to 10% of the total number of issued Shares (excluding treasury shares and subsidiary holdings), the Company may not necessarily purchase or be able to purchase the entire 10% of the total number of its issued Shares. In addition, the Company may cancel all or part of the Shares purchased or hold all or part of the Shares purchased in treasury.

2.9 Take-over Code implications

Appendix 2 of the Take-over Code contains the Share Buy-back Guidance Note applicable as at the Latest Practicable Date. The take-over implications arising from any Share Buy-backs are set out below.

(a) Obligations to make a take-over offer

If, as a result of any Share Buy-back, a Shareholder's proportionate interest in the voting capital of the Company and persons acting in concert with him increases, such increase will be treated as an acquisition for the purposes of Rule 14 of the Take-over Code. Consequently, a Shareholder or a group of Shareholders acting in concert could obtain or consolidate effective control of the Company and become obliged to make a mandatory take-over offer under Rule 14 of the Take-over Code, unless the conditions for exemption pursuant to paragraph 3(a) of Appendix 2 of the Take-over Code are satisfied.

(b) Persons acting in concert

Under the Take-over Code, persons acting in concert ("**concert parties**") comprise individuals or companies who, pursuant to an agreement or understanding (whether formal or informal), cooperate, through the acquisition by any of them of shares in a company, to obtain or consolidate effective control of the company.

Unless the contrary is established, the Take-over Code presumes, *inter alia*, the following individuals and companies to be persons acting in concert with each other:

- (i) a company with its parent company, its subsidiaries, its fellow subsidiaries, any associated companies of the foregoing companies, any companies whose associated companies include any of the foregoing companies, and any person who has provided financial assistance (other than a bank in the ordinary course of business) to any of the foregoing for the purchase of voting rights;
- (ii) a company with any of its directors (together with their close relatives, related trusts as well as companies controlled by any of the directors, their close relatives and related trusts);
- (iii) a company with any of its pension funds and employee share schemes;

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- (iv) a person with any investment company, unit trust or other fund whose investment such person manages on a discretionary basis, but only in respect of the investment account which such person manages;
- (v) a financial or other professional adviser, including a stockbroker, with its client in respect of the shareholdings of the adviser and persons controlling, controlled by or under the same control as the adviser, and all the funds which the adviser manages on a discretionary basis, where the shareholdings of the adviser and any of those funds in the client total 10% or more of the client's equity share capital;
- (vi) directors of a company (together with their close relatives, related trusts and companies controlled by any of such directors, their close relatives and related trusts) which is subject to an offer or where the directors have reason to believe a bona fide offer for their company may be imminent;
- (vii) partners; and
- (viii) an individual, his close relatives, his related trusts, any person who is accustomed to act in accordance to his instructions, companies controlled by any of the foregoing persons, and any person who has provided financial assistance (other than a bank in the ordinary course of business) to any of the foregoing persons and/or entities for the purchase of voting rights.

For this purpose, ownership or control of at least 20% but not more than 50% of the voting rights of a company will be regarded as the test of associated company status.

The circumstances under which Shareholders (including Directors) and persons acting in concert with each of them, will incur an obligation to make a mandatory take-over offer under Rule 14 of the Take-over Code after a purchase or acquisition of Shares by the Company are set out in Appendix 2 of the Take-over Code.

(c) Effect of Rule 14 and Appendix 2 of the Take-over Code

In general terms, the effect of Rule 14 and Appendix 2 of the Take-over Code is that, unless exempted pursuant to paragraph 3(a) of Appendix 2 of the Take-over Code, a Director and his Concert Parties will incur an obligation to make a mandatory take-over offer under Rule 14 if, as a result of the Company carrying out a Share Buy-back, the voting rights of such Director and his Concert Parties would increase to 30% or more, or in the event that such Director and his Concert Parties hold between 30% and 50% of the Company's voting rights, if the voting rights of such Director and his Concert Parties would increase by more than 1% in any period of 6 months. In calculating the percentages of voting rights of such Shareholder and his Concert Parties, treasury shares shall be excluded.

Under Appendix 2 of the Take-over Code, a Shareholder not acting in concert with the Directors will not be required to make a mandatory take-over offer under Rule 14 if, as a result of the Company purchasing or acquiring its Shares, the voting rights of such Shareholder would increase to 30% or more, or, if such Shareholder holds between 30% and 50% of the Company's voting rights, the voting rights of such Shareholder would increase by more than 1% in any period of six months. Such Shareholder need not abstain from voting in respect of the resolution authorising the proposed renewal of the Share Buy-back Mandate.

(d) Application of the Take-over Code

Details of the shareholdings of the Directors and Substantial Shareholders as at the Latest Practicable Date are set out in Section 3 below.

As at the Latest Practicable Date, Mr Lim Teck Chuan, the Executive Chairman and Chief Executive Officer holds 63.10% of the issued and paid-up share capital of the Company while Mr Lim Teck Seng, our Executive Director holds 7.14% of the issued and paid-up share capital of the Company (collectively, the "**Relevant Shareholders**"). Mr Lim Teck Chuan and Mr Lim Teck Seng are brothers and hence are presumed to be parties acting in concert in relation to their interests in the Company.

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As the Relevant Shareholders hold more than 50.0% of the voting rights in the Company, the Relevant Shareholders and parties acting in concert with them are not expected to incur an obligation to make a mandatory take-over offer for the Shares under Rule 14.1 of the Take-over Code as a result of the Company buying back its Shares under the Share Buy-back Mandate.

The statements in this Appendix do not purport to be a comprehensive or exhaustive description of all implications that may arise under the Take-over Code. Shareholders who are in doubt as to their obligations, if any, to make a mandatory take-over offer under the Take-over Code as a result of any purchase or acquisition of Shares by the Company should consult the Singapore Securities Industry Council and/or their professional advisers at the earliest opportunity.

2.10 Tax implications

Shareholders who are in doubt as to their respective tax positions or the tax implications of purchase or acquisition of Shares by the Company or who may be subject to tax, whether in or outside Singapore, should consult their professional advisers.

2.11 Catalist Rules

- (a) While the Catalist Rules do not expressly prohibit any purchase or acquisition of shares by a listed company during any particular time, because the listed company would be regarded as an “insider” in relation to any purchase or acquisition of its issued shares, the Company will not undertake Share Buy-backs at any time after any matter or development of a price-sensitive or trade-sensitive nature has occurred or has been the subject of consideration and/or a decision of the Board until such price-sensitive or trade-sensitive information has been publicly announced. Further, in line with the best practices on dealing with securities stipulated in the Catalist Rules, the Company will not purchase or acquire any Shares through Market Purchases or Off-Market Purchases during the period commencing one month immediately preceding the announcement of the Company’s half-year or full-year results.
- (b) The Company does not have any individual shareholding limit or foreign shareholding limit. Rule 723 of the Catalist Rules requires a listed company to ensure that at least 10% of the total number of issued shares (excluding preference shares, convertible equity securities and treasury shares) in a class that is listed must be held by public Shareholders. Where such percentage falls below 10%, the SGX-ST may at any time suspend trading of the shares of the listed company. The term “public”, as defined under the Catalist Rules, are persons other than (i) the Directors, Chief Executive Officer, Substantial Shareholders or Controlling Shareholder of the Company and its subsidiaries; and (ii) Associates of the persons in (i).

As at the Latest Practicable Date, approximately 61,666,700 Shares, representing 29.70% of the total number of issued Shares are held by public Shareholders. For illustrative purposes only, assuming the Company exercises the Share Buy-back Mandate in full and purchases 10% of the total number of issued Shares through Market Purchases from the public, the public float would be reduced to approximately 40,901,030 Shares, representing approximately 21.88% of the total number of issued Shares.

The Directors will use their best efforts to ensure that the Company does not effect Share Buy-backs if it would result in the number of issued Shares remaining in the hands of the public falling below 10% of the total number of issued Shares, thereby affecting the listing status of the Company. Before deciding to effect a Share Buy-back, the Directors will ensure that, a sufficient float in the hands of the public will be maintained to provide for an orderly market for trading in the Shares.

2.12 Share Buy-backs in the previous 12 months

There were no purchases or acquisitions of Shares made by the Company during the period from the date of 2024 AGM, to the Latest Practicable Date.

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3. THE PROPOSED ADOPTION OF THE 2024 CHOO CHIANG PERFORMANCE SHARE PLAN

3.1. Background

3.1.1. The 2015 Choo Chiang PSP which was adopted on 23 June 2015 is expiring on 22 June 2025. The Company is proposing to adopt a new performance share plan, the 2025 Choo Chiang PSP, on substantially the same terms as the 2015 Choo Chiang PSP. The 2025 Choo Chiang PSP shall come into effect on Approval Date. Further details of the 2015 Choo Chiang PSP can be found in the Company's offer document dated 15 July 2015.

In general, Group Employees (including Executive Directors), Non-Executive Directors (including Independent Directors) and Controlling Shareholders and their Associates of the Group shall be eligible to participate in the 2025 Choo Chiang PSP. All participation is subject to the rules of the 2025 Choo Chiang PSP (the "**2025 Choo Chiang PSP Rules**") set out in **Annex A**.

The Company will make the necessary application(s) for the listing and quotation of the new Shares to be issued pursuant to the 2025 Choo Chiang PSP upon obtaining shareholders' approval of the 2025 Choo Chiang PSP at the AGM. The relevant conditions of the in-principle approval of the SGX-ST to be sought by the Company through the Sponsor shall be disclosed in the announcement on the receipt of the listing and quotation notice. The approval of the SGX-ST shall not be taken as an indication of the merits of the 2025 Choo Chiang PSP.

3.1.2. From the adoption of the 2015 Choo Chiang PSP on 23 June 2015 to the Latest Practicable Date of the Appendix, no Awards were granted under the 2015 Choo Chiang PSP. Accordingly, no Awards were granted to Directors, Controlling Shareholders and their Associates.

3.2. Rationale for the 2025 Choo Chiang PSP

The 2025 Choo Chiang PSP contemplates the award of fully-paid Shares to Participants after certain pre-determined benchmarks have been met. The Company believes that the 2025 Choo Chiang PSP will be more effective and rewarding than pure cash bonuses in motivating employees to work towards pre-determined goals of the Company.

The Company continues to believe that attracting and retaining outstanding individuals as employees is paramount to the Group's long-term objective of achieving continuous growth, expansion and profitability in its business and operations. It is hoped that through the implementation of the 2025 Choo Chiang PSP, the Company will be able to remain an attractive and competitive employer and be better positioned to manage its fixed overhead costs without compromising on performance standards and efficiency. In addition, it will allow the Company greater flexibility to align the interests of Participants, especially key executives and senior management of the Group, with the interests of Shareholders.

With that in mind, the 2025 Choo Chiang PSP aims to:

- (a) give recognition to contributions made or to be made by Participants by introducing a variable component into their remuneration package based on the principle of pay-for-performance;
- (b) motivate Participants to achieve higher efficiency and productivity and improve the performance of the Group and its businesses, as may be reflected in the price of Shares and with the view of aligning their interests to those of Shareholders;
- (c) provide an opportunity for Participants to participate in the equity of the Company, thereby inculcating a stronger sense of identification with the long-term prosperity of the Group and promoting organisational commitment, dedication and loyalty of Participants towards the Group with a view to building a core group of talented Group Employees; and
- (d) increase the competitiveness of the Group by giving it the option to use the 2025 Choo Chiang PSP a component in its remuneration and incentive package to attract and retain key Group Employees whose contributions are important to the growth and profitability of the Group.

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3.3. Overview of the 2025 Choo Chiang PSP

3.3.1. General

The 2025 Choo Chiang PSP operates on substantially the same mechanisms and features of the 2015 Choo Chiang PSP. The 2025 Choo Chiang PSP Rules are in compliance with the Catalist Rules relating to share schemes. The 2025 Choo Chiang PSP Rules are set out in **Annex A**.

It is envisaged that Awards granted under the 2025 Choo Chiang PSP are principally performance-based with performance targets to be set over a performance period and may vary from one performance period to another performance period and from one grant to another grant. Performance targets set by the Remuneration Committee are intended to be based on medium-term corporate objectives covering market competitiveness, quality of returns, business growth and productivity growth. Such performance conditions will be set according to the specific roles of each Participant, and may differ from participant to participant. The performance targets are stretched targets aimed at sustaining long-term growth. These targets will be tied in with the Company's corporate key performance indicators including but not limited to market valuation, profitability and safety record of a particular project.

3.3.2. Eligibility

The following persons shall be eligible to participate in the 2025 Choo Chiang PSP:

- (a) Group Employees (including Executive Directors); and
- (b) Non-Executive Directors (including Independent Directors) of the Group.

Participants must have attained the age of 21 years on or before the Date of Grant, are not undischarged bankrupts and have not entered into a composition with their respective creditors to be eligible.

Controlling Shareholders and their Associates, who satisfy the eligibility requirements above shall be eligible to participate in the 2025 Choo Chiang PSP, at the absolute discretion of the Committee, provided that (a) the participation of, and (b) the actual number of Shares which are the subject of the Awards and the terms of the Awards to be granted to each such person, have been approved by independent shareholders of the Company in a separate resolution.

3.3.3. Administration of the 2025 Choo Chiang PSP

The 2025 Choo Chiang PSP shall be administered by the Remuneration Committee with powers to determine, *inter alia*, the following:

- (a) imposing restrictions on the number of Awards that may be vested within each financial year; and
- (b) amending performance targets, if by so doing it would be a fairer measure of performance for a Participant or for the 2025 Choo Chiang PSP as a whole.

In compliance with the requirements of the Catalist Rules, any Participant of the 2025 Choo Chiang PSP who is a member of the Remuneration Committee shall not be involved in the deliberation or decision in respect of Awards granted to or to be granted to him.

3.3.4. Size of the 2025 Choo Chiang PSP

The aggregate number of Shares which may be issued and issuable or transferred and transferrable pursuant to Awards granted under the 2025 Choo Chiang PSP on any date, when aggregated with:

- (a) the total number of Shares issued and issuable or transferred and transferrable pursuant to Awards already granted under the 2025 Choo Chiang PSP; and
- (b) the total number of Shares issued and issuable or transferred and transferrable in respect of options or awards granted under any other share option schemes or share schemes of the Company then in force;

shall not exceed 15.0% of the total number of issued Shares (excluding Shares held by the Company as treasury shares and subsidiary holdings from time to time, if any) on the day preceding the Grant Date.

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The aggregate number of Shares which may be issued or transferred pursuant to Awards granted under the 2025 Choo Chiang PSP to all Participants who are Controlling Shareholders and their associates shall not exceed 25.0% of the Shares available under the 2025 Choo Chiang PSP and such other share-based incentive schemes of the Company.

The aggregate number of Shares which may be issued or transferred pursuant to Awards granted under the 2025 Choo Chiang PSP to each Participant who is a Controlling Shareholder or his associate shall not exceed 10.0% of the Shares available under the 2025 Choo Chiang PSP and such other share-based incentive schemes of the Company.

The Company believes that the limit gives the Company sufficient flexibility to decide the number of Awards to offer to the Participants. The number of eligible Participants is expected to grow over the years. The Company, in line with its goals of ensuring sustainable growth, is constantly reviewing its position and considering the expansion of the talent pool which may involve employing new employees. The employee base, and thus the number of eligible Participants, will increase as a result. However, it does not necessarily mean that the Remuneration Committee will issue Awards up to the prescribed limit.

By way of illustration, as at the Latest Practicable Date, the Company's total issued share capital comprised 207,656,700 Shares (excluding 343,300 treasury shares and no subsidiary holdings). Based on this, the maximum number of Award Shares that the Company may make available under the 2025 Choo Chiang PSP and any other share schemes of the Company is 31,148,505 Shares, i.e. 15.0% of 207,656,700 Shares.

3.3.5. Awards entitlements

Awards represent the right of a participant to receive fully paid Shares free of charge, provided that certain prescribed performance targets (if any) are met and upon expiry of the prescribed performance period.

The selection of a Participant and the number of Shares which are the subject of each Award to be granted to a participant in accordance with the 2025 Choo Chiang PSP shall be determined at the absolute discretion of the Remuneration Committee, which shall take into account criteria such as his rank, job performance, creativity, innovativeness, entrepreneurship, years of service and potential for future development, his contribution to the success and development of the Group and, if applicable, the extent of effort and resourcefulness required to achieve the performance target(s) within the performance period.

3.3.6. Details of Awards

The Remuneration Committee shall decide, in relation to each Award to be granted to a participant:

- (a) the date on which the Award is to be granted;
- (b) the number of Shares which are the subject of the Award;
- (c) the performance target(s) and the performance period during which such performance target(s) are to be satisfied, if any;
- (d) the extent to which Shares, which are the subject of that Award, shall be released on each prescribed performance target(s) being satisfied (whether fully or partially) or exceeded or not being satisfied, as the case may be, at the end of the performance period; and
- (e) any other condition which our Remuneration Committee may determine in relation to that Award.

3.3.7. Grant of Awards

Awards may be granted at any time during the period when the 2025 Choo Chiang PSP is in force, at the discretion of the Remuneration Committee.

However, no Awards shall be granted during the period of (i) one (1) month preceding the date of announcement of the Company's half-year and full-year financial statements or (ii) two (2) weeks immediately preceding the date of announcement of the Company's financial statements for each of the first three quarters of its financial year, in the event that the Company adopts quarterly reporting (as the case may be). In addition, in the event that an announcement on any matter of an exceptional nature involving unpublished price or trade sensitive information is imminent, offers may only be made on or after the second Market Day on which the aforesaid announcement is made.

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3.3.8. Events Prior to Vesting

Special provisions for the vesting and lapsing of Awards apply in certain circumstances including the following:

- (i) the bankruptcy of a participant or the happening of any other event which results in his being deprived of the legal or beneficial ownership of the Award;
- (ii) any misconduct on the part of a participant as determined by the Remuneration Committee in its discretion;
- (iii) the participant ceasing to be in the employment of the Group for any reason whatsoever (other than as specified in paragraph (v) below);
- (iv) the Participant commits any breach of any of the terms of his Awards.
- (v) the participant ceases to be in the employment of the Group by reason of:
 - (a) ill health, injury or disability (in each case, evidenced to the satisfaction of the Remuneration Committee);
 - (b) redundancy;
 - (c) death;
 - (d) retirement at or after the legal retirement age;
 - (e) retirement before the legal retirement age with the consent of the Remuneration Committee;
 - (f) any other event approved by the Remuneration Committee;
- (vi) any other event approved by the Remuneration Committee; or
- (vii) a take-over, reconstruction or amalgamation of the Company or an order being made or a resolution passed for the winding-up of the Company (other than for amalgamation or reconstruction).

Upon the occurrence of any of the events specified in paragraphs (i), (ii) and (iii), an Award then held by a Participant shall, subject as provided in the rules of the 2025 Choo Chiang PSP and to the extent not yet released, immediately lapse without any claim whatsoever against the Company.

Upon the occurrence of any of the events specified in paragraphs (iv), (v) and (vi) above, the Remuneration Committee may, in its absolute discretion, preserve all or any part of any Award and decide either to vest some or all of the Shares which are the subject of the Award or to preserve all or part of any Award until the end of the relevant performance period. In exercising its discretion, the Remuneration Committee will have regard to all circumstances on a case-by-case basis, including (but not limited to) the contributions made by that participant and, in the case of performance-related Awards, the extent to which the applicable performance conditions and targets have been satisfied.

Upon the occurrence of the events specified in paragraph (vii) above, the Remuneration Committee will consider, at its discretion, whether or not to release any Award, and will take into account all circumstances on a case-by-case basis, including (but not limited to) the contributions made by that Participant. If the Remuneration Committee decides to release any Award, then in determining the number of Shares to be vested in respect of such Award, the Remuneration Committee will have regard to the proportion of the performance period which has elapsed and the extent to which the applicable performance conditions and targets have been satisfied.

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3.3.9. Rights of Shares arising from the Awards granted

Subject to the prevailing legislation, the Company will deliver Shares to Participants pursuant to the release of the Awards by way of either (i) an issue of new Shares; or (ii) a transfer of Shares then held by the Company in treasury.

In determining whether to issue new Shares to Participants, the Company will take into account factors such as (but not limited to) the number of Shares to be delivered, the prevailing market price of the Shares and the cost to the Company of issuing new Shares or delivering existing Shares.

The financial effects of the above methods are discussed below.

New Shares arising from the vesting of Awards granted are subject to the provisions of the Company's Constitution. New Shares allotted and issued, and existing Shares procured by the Company for transfer, shall rank *pari passu* in all respects with the then existing issued Shares, save for any dividends, rights, allotments or distributions, the record date for which is prior to the release date of the Awards.

3.3.10. Duration of the 2025 Choo Chiang PSP

The 2025 Choo Chiang PSP shall continue in operation for a maximum period of ten (10) years commencing from the Approval Date, provided that the 2025 Choo Chiang PSP may continue for any further period thereafter with the approval of the Shareholders by ordinary resolution in general meeting and of any relevant authorities which may then be required.

3.3.11. Abstention from voting

Shareholders who are eligible to participate in the 2025 Choo Chiang PSP are to abstain from voting on any shareholders' resolution relating to the 2025 Choo Chiang PSP and should not accept nominations as proxy or otherwise for voting unless specific instructions have been given in the proxy form on how the vote is to be cast. In particular, all Shareholders who are eligible to participate in the 2025 Choo Chiang PSP shall abstain from voting on the following resolutions, where applicable: (a) implementation of the 2025 Choo Chiang PSP; and (b) participation by and grant of Awards to Controlling Shareholders and their Associates.

3.4. Variation of Capital

The following describes the adjustment events under, and provisions relating to alterations of, the 2025 Choo Chiang PSP.

3.4.1. Adjustment events

If a variation in the issued ordinary share capital of the Company (whether by way of a capitalisation of profits or reserves or rights issue, reduction, subdivision, consolidation or distribution, or otherwise) shall take place, then:

- (a) the class and/or number of Shares which are the subject of an Award to the extent not yet vested; and/or
- (b) the class and/or number of Shares over which future Awards may be granted under the 2025 Choo Chiang PSP,

shall be adjusted in such manner as the Remuneration Committee may determine to be appropriate, provided that no adjustment shall be made if as a result, the participant receives a benefit that a Shareholder does not receive.

Unless the Remuneration Committee considers an adjustment to be appropriate, the following events shall not normally be regarded as a circumstance requiring adjustment:

- (a) the issue of securities as consideration for an acquisition or a private placement of securities;
- (b) the cancellation of issued Shares purchased or acquired by the Company by way of a market purchase of such Shares undertaken by the Company on the SGX-ST during the period when a share purchase mandate granted by Shareholders (including any renewal of such mandate) is in force;

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- (c) the issue of Shares or other securities convertible into or with rights to acquire or subscribe for Shares to its employees pursuant to any share option scheme or share plan approved by Shareholders in general meeting, including the 2025 Choo Chiang PSP; and
- (d) any issue of Shares arising from the exercise of any warrants or the conversion of any convertible securities issued by the Company.

Any adjustment (except in relation to a capitalisation issue) must be confirmed in writing by the Company's auditors (acting only as experts and not as arbitrators) to be in their opinion, fair and reasonable.

3.4.2. Modifications to the 2025 Choo Chiang PSP

The 2025 Choo Chiang PSP may be modified and/or altered from time to time by a resolution of the Remuneration Committee subject to Catalist Rules or the prior approval of the SGX-ST and such other regulatory authorities as may be necessary.

However, no modification or alteration shall adversely affect the rights attached to Awards granted prior to such modification or alteration except with the written consent of such number of participants under the 2025 Choo Chiang PSP who, if their Awards were released to them, would thereby become entitled to not less than three-quarters in number of all the Shares which would be issued and allotted or transferred in full of all outstanding awards under the 2025 Choo Chiang PSP.

No alteration shall be made to particular rules of the 2025 Choo Chiang PSP to the advantage of the holders of the Awards except with the prior approval of Shareholders in general meeting.

3.5. Reporting Requirements

3.5.1 Under the Catalist Rules, an immediate announcement must be made on the Date of Grant of an Award and the announcement must provide details of the grant, including the following:

- (a) Date of Grant;
- (b) market price of the Shares on the Date of Grant of the Award;
- (c) number of Shares granted under the Award;
- (d) number of Shares granted to each Director and Controlling Shareholder (and each of their associates) under the Award, if any; and
- (e) vesting period in relation to the Award.

3.5.2 The following disclosures (as applicable) will be made by the Company in the annual report for so long as the 2025 Choo Chiang PSP continues in operation:

- (a) the names of the members of the Committee administering the 2025 Choo Chiang PSP;
- (b) the information required in the table below for the following Participants of the 2025 Choo Chiang PSP:
 - (i) Directors of the Company;
 - (ii) Controlling Shareholders and their Associates; and

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- (iii) Participants (other than those in paragraphs (b)(i) and (ii) above) who have received 5% or more of the total number of Shares available under the 2025 Choo Chiang PSP:

Name of participant	Aggregate number of Shares comprised in Awards granted under the 2025 Choo Chiang PSP during the financial year under review (including terms)	Aggregate number of Shares comprised in Awards granted since commencement of the 2025 Choo Chiang PSP to end of financial year under review	Aggregate number of Shares comprised in Awards released since commencement of the 2025 Choo Chiang PSP to end of financial year under review	Aggregate number of Shares comprised in Awards which have not been released as at the end of the financial year under review

- (c) such other information as may be required by the Catalist Rules or the Companies Act,

provided that if any of the above requirements are not applicable, an appropriate negative statement should be included herein.

3.6. Costs and expenses of the 2025 Choo Chiang PSP

Participants shall be responsible for all CDP fees relating to the issue and allotment or transfer of any Shares pursuant to Awards. Save as described, all fees, costs and expenses incurred by the Company in relation to the 2025 Choo Chiang PSP shall be borne by the Company.

3.7. Rationale for participation by the Controlling Shareholders and their Associates in the 2025 Choo Chiang PSP

The Company acknowledges that the services and contributions of employees who are Controlling Shareholders or their Associates are important to the development and success of our Group. The extension of the 2025 Choo Chiang PSP to confirmed full-time employees who are Controlling Shareholders and Associates of Controlling Shareholders allows the Group to have a fair and equitable system to reward employees who have actively contributed to the progress and success of the Group. The participation of the Controlling Shareholders and Associates of Controlling Shareholders in the 2025 Choo Chiang PSP will serve both as a reward to them for their dedicated services to the Group and a motivation for them to take a long-term view of the Group.

Although Participants who are Controlling Shareholders or Associates of Controlling Shareholders may already have shareholding interests in the Company, the extension of the 2025 Choo Chiang PSP to include them ensures that they are equally entitled, with the other employees of the Group, who are not Controlling Shareholders or Associates of Controlling Shareholders, to take part and benefit from this system of remuneration. The Company is of the view that a person who would otherwise be eligible should not be excluded from participating in the 2025 Choo Chiang PSP solely by reason that he is a Controlling Shareholder or an Associate of Controlling Shareholders.

The specific approval of independent Shareholders is required for the participation of such persons as well as the actual number of and terms of such Awards. A separate resolution must be passed for each of such Participant. In seeking such approval from independent Shareholders, clear justification as to the participation of Controlling Shareholders and their Associates, the number of and terms of the Awards to be granted to the Controlling Shareholders and their Associates shall be provided. Accordingly, the Company is of the view that there are sufficient safeguards against any abuse of the 2025 Choo Chiang PSP resulting from the participation of employees who are Associates of Controlling Shareholders.

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3.8. Rationale for participation of Non-Executive Directors (including Independent Directors) of the Group in the 2025 Choo Chiang PSP

Although the Non-Executive Directors (including Independent Directors) of the Group are not involved in the day-to-day running of the Group's business, they, nonetheless, play an invaluable role in furthering the business interests of the Group by contributing their experience and expertise. The participation by the Non-Executive Directors (including Independent Directors) of the Group in the 2025 Choo Chiang PSP will provide the Company with a further avenue to attract, retain and incentivise the Non-Executive Directors. By aligning the interests of the Non-Executive Directors with the interests of the Shareholders, the Company aims to instil a sense of commitment on the part of the Non-Executive Directors towards serving the short and long-term objectives of the Group.

In order to minimise any potential conflict of interests and not to compromise the independence of the Independent Directors, the Company intends to grant only a nominal number of Awards under the 2025 Choo Chiang PSP and such other share-based incentive schemes of the Company then in force to such Independent Directors.

For the purpose of assessing the contributions of the Non-Executive Directors, the Remuneration Committee will propose a performance framework comprising mainly non-financial performance measurement criteria, such as the extent of involvement and responsibilities shouldered by the Non-Executive Directors. In addition, the Remuneration Committee will also consider the scope of advice given, the number of contacts and size of deals which the Group is able to procure from those contacts and recommendations made by the Non-Executive Directors. The Remuneration Committee may also decide that no Awards shall be made in any financial year or no grant and/or Award may be made at all.

It is not the intention of the Board that Non-Executive Directors of the Group, who are also the Independent Directors, to be over-compensated under the 2025 Choo Chiang PSP to the extent that their independence will be compromised. Any grant of an Award will be measured and balanced against considerations if such Award, when combined with other forms of remuneration received by the Independent Directors, could interfere or reasonably be perceived to interfere with the exercise of independent judgment of that Independent Director. Furthermore, Independent Directors will abstain from making any recommendation as a Director and abstain from voting as a member of the Remuneration Committee when the grant of Awards to that Director is being considered. Given the above, the Board is of the view that the 2025 Choo Chiang PSP will not compromise the objectivity and independence of the Independent Directors.

3.9. Financial effects of the 2025 Choo Chiang PSP**(a) Potential Cost of Awards**

The 2025 Choo Chiang PSP is considered a share-based payment that falls under IFRS(I) 2 where Participants will receive Shares and the Awards would be accounted for as equity-settled share-based transactions, as described in the following paragraphs.

The fair value of employee services received in exchange for the grant of the Awards will be recognised as a charge to the profit or loss over the period between the Grant Date and the vesting date of an Award. The total amount of the charge over the vesting period is determined by reference to the fair value of each Award granted at the Grant Date and the number of Shares vested at the vesting date, with a corresponding credit to the reserve account. Before the end of the vesting period, at each accounting year end, the estimate of the number of Awards that are expected to vest by the vesting date is revised, and the impact of the revised estimate is recognised in the profit or loss with a corresponding adjustment to the reserve account. After the vesting date, no adjustment to the charge to the profit or loss is made.

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The amount charged to the profit or loss would be the same whether the Company settles the Awards by issuing new Shares or by purchasing existing Share. The amount of the charge to profit or loss also depends on whether or not the performance target attached to an Award is measured by reference to the market price of the Shares. This is known as a market condition. If the performance target is a market condition, the probability of the performance target being met is taken into account in estimating the fair value of the Award granted at the Grant Date, and no adjustments to the amounts charged to the profit or loss are made whether or not the market condition is met. However, if the performance target is not a market condition, the fair value per share of the Awards granted at the Grant Date is used to compute the amount to be charged to the profit or loss at each accounting date, based on an assessment at that date of whether the non-market conditions would be met to enable the Awards to vest. Thus, where the vesting conditions do not include a market condition, there would be no cumulative charge to the profit or loss if the Awards do not ultimately vest.

(b) Share capital

The 2025 Choo Chiang PSP will result in an increase in the Company's issued share capital when new Shares are issued to Participants pursuant to the Awards. The number of new Shares issued will depend on, amongst others, the size of the Awards granted under the 2025 Choo Chiang PSP. In any case, the 2025 Choo Chiang PSP provides that the number of Shares to be issued or transferred under the 2025 Choo Chiang PSP, when aggregated with the aggregate number of Shares over which options or awards are granted under any other share option schemes or share schemes of the Company then in force, will be subject to the maximum limit of 15.0% of the Company's total number of issued Shares (excluding Shares held by the Company as treasury shares and subsidiary holdings) from time to time. If instead of issuing new Shares to the Participants, treasury shares are transferred to Participants or the Company pays the equivalent cash value, the 2025 Choo Chiang PSP will have no impact on the Company's issued share capital.

(c) NTA

As described in paragraph (d) below on EPS, the 2025 Choo Chiang PSP is likely to result in a charge to the Company's profit or loss over the period from the Grant Date to the vesting date of the Awards. The amount of the charge will be computed in accordance with SFRS(I) 2. When new Shares are issued under the 2025 Choo Chiang PSP, there would be no effect on the NTA due to the offsetting effect of expenses recognised and the increase in share capital. However, if instead of issuing new Shares to Participants, existing Shares are purchased for delivery to Participants, or the Company pays the equivalent cash value, the NTA would be impacted by the cost of the Shares purchased or the cash payment, respectively.

It should be noted that the delivery of Shares to Participants under the 2025 Choo Chiang PSP will generally be contingent upon the eligible Participants meeting prescribed performance targets and conditions.

(d) EPS

The 2025 Choo Chiang PSP is likely to result in a charge to earnings over the period from the Grant Date to the vesting date of the Awards, computed in accordance with SFRS(I) 2.

It should again be noted that the delivery of Shares to Participants of the 2025 Choo Chiang PSP will generally be contingent upon the Participants meeting the prescribed performance targets and conditions.

(e) Dilutive impact

It is expected that any dilutive impact of the 2025 Choo Chiang PSP on the NTA and EPS would not be significant.

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4. INTERESTS OF DIRECTORS AND SUBSTANTIAL SHAREHOLDERS

The interests of the Directors and the Substantial Shareholders in the issued share capital of the Company, as recorded in the register of Directors' shareholdings and the register of Substantial Shareholders of the Company respectively, as at the Latest Practicable Date, are as follows:

	Direct Interest		Deemed Interest	
	Number of Shares	% ⁽¹⁾	Number of Shares	% ⁽¹⁾
Directors				
Mr Lim Teck Chuan, Thomas ⁽²⁾	–	–	131,040,000	63.10
Mr Lim Teck Seng, Rocky ⁽³⁾	14,560,000	7.01	260,000	0.13
Mr Lim Teck Chai, Danny ⁽⁴⁾	–	–	130,000	0.06
Substantial Shareholders				
TL Investment Holdings Pte. Ltd.	131,040,000	63.10	–	–

Notes:

- (1) Based on the total number of issued shares of the Company (excluding Treasury Shares) as at the Latest Practicable Date.
- (2) Mr Lim Teck Chuan holds 100% of the issued share capital of TL Investment Holdings Pte. Ltd.. Accordingly, Mr Lim Teck Chuan is deemed to be interested in all the shares held by TL Investment Holdings Pte. Ltd. in the Company by virtue of Section 7 of the Companies Act.
- (3) Mr Lim Teck Seng is deemed to be interested in the 260,000 shares held by his spouse, Tay Sok Cheng by virtue of Section 7 of the Companies Act.
- (4) Mr Lim Teck Chai, Danny is deemed to be interested in the 130,000 shares held via iFast Financial Pte. Ltd..

Save for their respective shareholding interests in the Company, none of the Directors and to the best of the Directors' knowledge, none of the Substantial Shareholders has any direct or indirect interest in the proposed renewal of the Share Buy-back Mandate and proposed adoption of 2025 Choo Chiang PSP.

5. DIRECTORS' RECOMMENDATION

5.1 The proposed renewal of the Share Buy-back Mandate

After having considered the rationale and the information relating to the proposed renewal of the Share Buy-back Mandate, the Directors are of the opinion that the proposed renewal of the Share Buy-back Mandate is in the best interests of the Company, and accordingly, recommend that Shareholders vote in favour of the Ordinary Resolution 8 in respect of the proposed renewal of the Share Buy-back Mandate as set out in the notice of AGM.

5.2 The proposed adoption of the 2025 Choo Chiang PSP

All Directors are eligible to participate in 2025 Choo Chiang PSP. Accordingly, the Directors have refrained from making any recommendation as to how Shareholders should vote in respect of the adoption of the 2025 Choo Chiang PSP resolution as set out in Ordinary Resolution 9 of the notice of AGM.

6. ACTION TO BE TAKEN BY SHAREHOLDERS

A Shareholder who is unable to attend the AGM and wish to appoint a proxy to attend and vote at the AGM on his behalf must complete, sign and return the proxy form attached to the Company's annual report for FY2024 in accordance with the instructions printed thereon as soon as possible and in any event so as to arrive at the Company's registered office at 10 Woodlands Loop Singapore 738388, not less than 72 hours before the time appointed for holding the AGM.

The completion and return of a proxy form by a Shareholder does not preclude him from attending and voting in person at the AGM should he subsequently decide to do so, although the appointment of the proxy shall be deemed to be revoked by such attendance.

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A Depositor shall not be regarded as a Shareholder entitled to attend the AGM and to speak and vote thereat unless his name appears on the Depository Register at least 72 hours before the time appointed for holding the AGM.

7. DIRECTORS' RESPONSIBILITY STATEMENT

The Directors collectively and individually accept full responsibility for the accuracy of the information given in this Appendix and confirm after making all reasonable enquiries that, to the best of their knowledge and belief, this Appendix constitutes full and true disclosure of all material facts about the proposed renewal of the Share Buy-back Mandate, proposed adoption of 2025 Choo Chiang PSP and the Group, and the Directors are not aware of any facts the omission of which would make any statement in this Appendix misleading.

Where information in this Appendix has been extracted from published or otherwise publicly available sources or obtained from a named source, the sole responsibility of the Directors has been to ensure that such information has been accurately and correctly extracted from those sources and/or reproduced in this Appendix in its proper form and context.

8. DOCUMENTS AVAILABLE FOR INSPECTION

The following documents are available for inspection at the registered office of the Company at 10 Woodlands Loop Singapore 738388, during normal business hours from the date of this Appendix up to and including the date of the AGM:

- (a) the Company's Constitution; and
- (b) the Annual Report of the Company for FY2024.

Yours faithfully

For and on behalf of the Board of Directors of
Choo Chiang Holdings Ltd.

Lim Teck Chuan, Thomas
Executive Chairman and Chief Executive Officer

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ANNEX A – RULES OF THE 2025 CHOO CHIANG PERFORMANCE SHARE PLAN**1. NAME OF THE PLAN**

The Plan shall be called the “2025 Choo Chiang Performance Share Plan”.

2. DEFINITIONS

2.1 In this Plan, unless the context otherwise requires, the following words and expressions shall have the following meanings:

“Adoption Date”	:	The date on which the Performance Share Plan is adopted by our Company in general meeting
“associate”	:	Shall have the meaning assigned to it in the Catalist Rules
“Auditors”	:	The auditors of our Company for the time being
“Award”	:	An award of Shares granted under the Performance Share Plan
“Board”	:	The Board of Directors of the Company as at the date of this Appendix
“Catalist”	:	The sponsor-supervised listing platform of the SGX-ST
“Catalist Rules”	:	Section B of the Listing Manual of the SGX-ST, as amended, modified or supplemented from time to time
“CDP”	:	The Central Depository (Pte) Limited
“Committee”	:	The remuneration committee of our Company, or such other committee comprising directors of our Company duly authorised and appointed by our Board to administer this Performance Share Plan
“Companies Act”	:	The Companies Act 1967 of Singapore, as amended, modified or supplemented from time to time
“Company”	:	Choo Chiang Holdings Ltd.
“Control”	:	The capacity to dominate decision-making, directly or indirectly, in relation to the financial and operating policies of the Company
“Controlling Shareholder”	:	A person (including a corporation) who: <ul style="list-style-type: none"> (a) holds directly or indirectly 15% or more of the nominal amount of all voting Shares. The SGX-ST may determine that a person who satisfies this paragraph is not a Controlling Shareholder; or (b) in fact exercises Control over the Company
“CPF”	:	The Central Provident Fund
“Director”	:	The directors of the Company as at the date of this Appendix
“Group”	:	Our Company and its subsidiaries
“Group Employee”	:	Any confirmed employee of our Group (including any Group Executive Director) selected by the Committee to participate in the Performance Share Plan in accordance with the provisions thereof

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“Group Executive Director”	:	A director of our Company and/or any of its subsidiaries, as the case may be, who performs an executive function
“Market Day”	:	A day on which the SGX-ST is open for trading of securities
“New Shares”	:	The new Shares which may be allotted and issued from time to time pursuant to the vesting of Awards granted under the Performance Share Plan
“Non-Executive Director”	:	A director of our Company and/or any of its subsidiaries, as the case may be, other than a Group Executive Director
“Participant”	:	A person who is selected by the Committee to participate in the Performance Share Plan in accordance with the provisions of the Performance Share Plan
“Performance Share Plan”	:	The performance share plan of our Company known as the “2025 Choo Chiang PSP”, as amended, modified or supplemented from time to time
“Performance Targets”	:	The performance targets prescribed by the Committee to be fulfilled by a Participant for any particular period under the Performance Share Plan
“Record Date”	:	The date fixed by our Company for the purposes of determining entitlements to dividends or other distributions to or rights of holders of Shares
“Rules”	:	The rules of the Performance Share Plan, as the same may be amended or supplemented from time to time
“SGX-ST”	:	Singapore Exchange Securities Trading Limited
“Shareholders”	:	Registered holders of Shares except where the registered holder is CDP, the term “Shareholders” shall, in relation to such Shares, mean the persons to whose securities accounts maintained with CDP are credited with the Shares
“Shares”	:	Ordinary shares in the capital of our Company
“Treasury Shares”	:	Issued Shares of our Company which were (or are treated as having been) purchased by our Company in circumstances which Section 76H of the Companies Act applies and have since purchase been continuously held by our Company
“Vesting Date”	:	In relation to Shares which are the subject of an Award which has been released in accordance with Rule 10, the date (as determined by the Committee and notified to the relevant Participant) on which those Shares will vest pursuant to Rule 10
“S\$” and “cents”	:	Singapore dollars and cents respectively
“%” or “per cent.”	:	Per centum

2.2 The terms “Depositor” and “Depository Agent” shall have the meanings ascribed to them, respectively, in Section 81SF of the Securities and Futures Act 2001 of Singapore or any statutory modification thereof, as the case may be.

2.3 Any reference in the Performance Share Plan or the Rules to any enactment is a reference to that enactment as for the time being amended or re-enacted. Any word defined under the Companies Act or any statutory modification thereof and used in the Performance Share Plan and the Rules shall have the meaning assigned to it under the Companies Act or any statutory modification thereof, as the case may be.

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- 2.4 Words importing the singular number shall include the plural number where the context admits and vice versa. Words importing the masculine gender shall include the feminine gender where the context admits.
- 2.5 Any reference to a time of day shall be a reference to Singapore time.

3. OBJECTIVES

The main objectives of the Performance Share Plan are as follows:

- (a) to attract potential employees with relevant skills to contribute to our Group and to create value for Shareholders;
- (b) to instil loyalty to, and a stronger identification by the Participants with the long-term prosperity of our Group;
- (c) to motivate the Participants to optimise their performance standards and efficiency and to maintain a high level of contribution to our Group;
- (d) to give recognition to the contributions made by the Participants to the success of our Group; and
- (e) to retain key employees of our Company whose contributions are essential to the long-term prosperity of our Group.

4. ELIGIBILITY

- 4.1 The following persons (provided that such persons are not undischarged bankrupts at the relevant time) shall be eligible to participate in the Performance Share Plan at the absolute discretion of the Committee:
- (a) Group Employees (including Group Executive Directors) who have attained the age of 21 years on or before the date of grant of the Award; and
 - (b) Non-Executive Directors (including independent Directors) who have attained the age of 21 years on or before the date of grant of the Award.
- 4.2 Controlling Shareholders and the associates of the Controlling Shareholders who meet the eligibility criteria in Rule 4.1 shall be eligible to participate in the Performance Share Plan provided that (a) the participation of, and (b) the terms of each grant and the actual number of Awards granted under the Performance Share Plan, to a Participant who is a Controlling Shareholder or an associate of a Controlling Shareholder shall be approved by the independent Shareholders in separate resolutions for each such person.
- 4.3 Participants who are also Shareholders and are eligible to participate in the Performance Share Plan must abstain from voting on any resolution relating to the Performance Share Plan, including the participation in the Performance Share Plan and grant of Awards to the Participants, and should not accept nominations as proxies or otherwise for voting in respect of such resolution unless specific instructions have been given in the proxy instrument on how the votes are to be casted.
- 4.4 Controlling Shareholders and their associates shall abstain from voting on the resolution in relation to their participation in the Performance Share Plan and grant of Awards to them.
- 4.5 For the purposes of determining eligibility to participate in the Performance Share Plan, the secondment of a Group Employee to another company within our Group shall not be regarded as a break in his employment or his having ceased by reason only of such secondment to be a full-time employee of our Group.
- 4.6 There shall be no restriction on the eligibility of any Participant to participate in any other share incentive schemes or share plans implemented or to be implemented by our Company or any other company within our Group.
- 4.7 Subject to the Companies Act and any requirement of the SGX-ST, the terms of eligibility for participation in the Performance Share Plan may be amended from time to time at the absolute discretion of the Committee.

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5. LIMITATIONS UNDER THE PERFORMANCE SHARE PLAN

- 5.1 The total number of Shares which may be delivered pursuant to the vesting of Awards on any date, when added to the aggregate number of Shares issued and/or issuable in respect of (a) all Awards granted under the Performance Share Plan; and (b) all other Shares issued and/or issuable under any other share-based incentive schemes or share plans of our Company, shall not exceed 15.0% of the total number of issued Shares (excluding Treasury Shares and subsidiary holdings, if any) of our Company from time to time.
- 5.2 Shares which are the subject of Awards which have lapsed for any reason whatsoever may be the subject of further Awards granted by the Committee under the Performance Share Plan.
- 5.3 The aggregate number of Shares which may be issued or transferred pursuant to Awards granted under the Performance Share Plan to all Participants who are Controlling Shareholders and associates of the Controlling Shareholders (including adjustments made in accordance with Rule 11) shall not exceed 25.0% of the Shares available under the Performance Share Plan and such other share-based incentive schemes of the Company.
- 5.4 The number of Shares which may be issued or transferred pursuant to Awards granted under the Performance Share Plan to each Controlling Shareholder or associate of the Controlling Shareholder (including adjustments made in accordance with Rule 11) shall also not exceed 10.0% of the Shares available under the Performance Share Plan and such other share-based incentive schemes of the Company.

6. DATE OF GRANT

Subject as provided in Rule 5, the Committee may grant Awards to eligible Participants as the Committee may select, in its absolute discretion, at any time during the period when the Performance Share Plan is in force.

However, no Awards shall be granted during the period of (i) one (1) month preceding the date of announcement of our Company's half-year and full-year financial statements or (ii) two (2) weeks immediately preceding the date of announcement of our Company's financial statements for each of the first three quarters of its financial year, in the event that our Company adopts quarterly reporting (as the case may be). In addition, in the event that an announcement on any matter of an exceptional nature involving unpublished price or trade sensitive information is imminent, offers may only be made on or after the second Market Day on which the aforesaid announcement is made.

7. AWARDS

- 7.1 The selection of the Participants and number of Shares which are the subject of each Award to be granted to a Participant in accordance with the Performance Share Plan shall be determined at the absolute discretion of the Committee, which shall take into account criteria such as, *inter alia*, the rank, scope of responsibilities, performance, years of service and potential for future development and contribution to the success of our Group.
- 7.2 In the case of a performance-related Award, the Performance Targets will be set by the Committee depending on each individual Participant's job scope and responsibilities. The Performance Targets to be set shall take into account both the medium and long-term corporate objectives of the Group and the individual performance of the Participant and will be aimed at sustaining long-term growth. The corporate objectives shall cover market competitiveness, business growth and productivity growth. The Performance Targets could be based on criteria such as sales growth, growth in earnings and return on investment. In addition, the Participant's length of service with our Group, achievement of past Performance Targets, value-add to our Group's performance and development and overall enhancement to shareholder value, amongst others, will be taken into account.
- 7.3 As soon as reasonably practicable after an Award is finalised by the Committee, the Committee shall send an Award letter to the Participant confirming the said Award. The said Award letter shall specify, *inter alia*, the following:
- (a) in relation to a performance-related Award, the Performance Targets for the Participant and the period during which the Performance Targets shall be met;
 - (b) the number of Shares to be vested on the Participant;

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- (c) the date by which the Award shall be vested; and
- (d) any other condition which the Committee may determine in relation to that Award.

- 7.4 The Committee shall take into account various factors when determining the method to arrive at the exact number of Shares comprised in an Award. Such factors include, but are not limited to, the current price of the Shares, the total issued share capital of our Company and the predetermined dollar amount which the Committee decides that a Participant deserves for meeting his Performance Targets. For example, Shares may be awarded based on predetermined dollar amounts such that the quantum of Shares comprised in Awards is dependent on the closing price of Shares transacted on the Market Day the Award is vested. Alternatively, the Committee may decide absolute numbers of Shares to be awarded to Participants irrespective of the price of the Shares. The Committee shall monitor the grant of Awards carefully to ensure that the size of the Performance Share Plan will comply with the relevant rules of the Catalist Rules.
- 7.5 Awards are personal to the Participant to whom it is given and shall not be transferred (other than to a Participant's personal representative on the death of that Participant), charged, assigned, pledged or otherwise disposed of, in whole or in part, unless with the prior approval of the Committee.

8. EVENTS PRIOR TO THE VESTING DATE

- 8.1 An Award shall, to the extent not yet released, immediately lapse without any claim whatsoever against our Company:
- (a) upon the bankruptcy of the Participant or the happening of any other event which results in his being deprived of the legal or beneficial ownership of such Award;
 - (b) in the event of any misconduct on the part of the Participant as determined by the Committee in its discretion;
 - (c) subject to Rule 8.2, upon the Participant ceasing to be in the employment of our Group for any reason whatsoever; or
 - (d) in the event that the Committee shall, at its discretion, deem it appropriate that such Award to be given to a Participant shall so lapse on the grounds that any of the objectives of the Performance Share Plan (as set out in Rule 3) have not been met.

For the purpose of Rule 8.1(c), the Participant shall be deemed to have ceased to be so employed as of the date the notice of termination of employment is tendered by or is given to him, unless such notice shall be withdrawn prior to its effective date.

- 8.2 In any of the following events, namely:
- (a) through ill health, injury or disability (in each case, evidenced to the satisfaction of the Committee);
 - (b) redundancy;
 - (c) death;
 - (d) retirement at or after the legal retirement age;
 - (e) retirement before the legal retirement age with the consent of the Committee; or
 - (f) any other event approved by the Committee.

the Committee may, in its absolute discretion, preserve all or any part of any Award and decide as soon as reasonably practicable following such event either to vest some or all of the Shares which are the subject of any Award or to preserve all or part of any Award until the end of the performance period and subject to the provisions of the Performance Share Plan. In exercising its discretion, the Committee will have regard to all circumstances on a case-by-case basis, including (but not limited to) the contributions made by that Participant and the extent to which the performance condition has been satisfied.

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9. TAKE-OVER AND WINDING UP OF OUR COMPANY

9.1 Notwithstanding Rule 8 but subject to Rule 9.5, in the event of a take-over being made for the Shares, a Participant shall (notwithstanding that the vesting period for the Award has not expired) be entitled to the Shares under the Awards if he has met the Performance Targets which fall within the period commencing on the date on which such offer for a take-over of our Company is made or, if such offer is conditional, the date on which such offer becomes or is declared unconditional, as the case may be, and ending on the earlier of:

- (a) the expiry of six (6) months thereafter, unless prior to the expiry of such six (6)-month period, at the recommendation of the offeror and with the approvals of the Committee and the SGX-ST, such expiry date is extended to a later date (in either case, being a date falling not later than the last date on which the Performance Targets are to be met); or
- (b) the date of expiry of the period for which the Performance Targets are to be met,

provided that if during such period, the offeror becomes entitled or bound to exercise rights of compulsory acquisition under the provisions of the Companies Act and, being entitled to do so, gives notice to the Participants that it intends to exercise such rights on a specified date, the Participant shall be obliged to fulfil such Performance Targets until the expiry of such specified date or the expiry date of the Performance Targets relating thereto, whichever is earlier, before an Award can be vested.

9.2 If under any applicable laws, the court sanctions a compromise or arrangement proposed for the purposes of, or in connection with, a scheme for the reconstruction of our Company or its amalgamation with another company or companies, each Participant who has fulfilled his Performance Target shall be entitled, notwithstanding the provisions herein and the fact that the vesting period for such Award has not expired but subject to Rule 9.5, to any Shares under the Awards so determined by the Committee to be released to him during the period commencing on the date upon which the compromise or arrangement is sanctioned by the court and ending either on the expiry of 60 days thereafter or the date upon which the compromise or arrangement becomes effective, whichever is later.

9.3 If an order or an effective resolution is made for the winding-up of our Company on the basis of its insolvency, all Awards, notwithstanding that they may have been so vested shall be deemed or become null and void.

9.4 In the event of a members' voluntary winding-up (other than for amalgamation or reconstruction), the Awards shall so vest in the Participant for so long as, in the absolute determination by the Committee, the Participant has met the Performance Targets prior to the date that the members' voluntary winding-up shall be deemed to have been commenced or effective in law.

9.5 If in connection with the making of a general offer referred to in Rule 9.1 or the scheme referred to in Rule 9.2 or the winding-up referred to in Rule 9.4, arrangements are made (which are confirmed in writing by the Auditors, acting only as experts and not as arbitrators, to be fair and reasonable) for the compensation of Participants, whether by the payment of cash or by any other form of benefit, no release of Shares under the Award shall be made in such circumstances.

10. RELEASE OF AWARDS

10.1 As soon as reasonably practicable after the end of each performance period, the Committee shall review the Performance Targets specified in respect of that Award and determine whether they have been satisfied and, if so, the extent to which they have been satisfied (whether fully or partially) and the number of Shares to be released.

10.2 The Committee shall have the discretion to determine whether Performance Targets have been met (whether fully or partially) or exceeded and/or whether the Participant's performance and/or contribution to our Company and/or any of its subsidiaries justifies the vesting of an Award. In making any such determination, the Committee shall have the right to make reference to the audited results of our Company or our Group, as the case may be, to take into account such factors as the Committee may determine to be relevant, such as changes in accounting methods, taxes and extraordinary events, and further, the right to amend the Performance Targets if the Committee decides that a changed Performance Targets would be a fairer measure of performance.

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- 10.3 Awards may only be vested and consequently any Shares comprised in such Awards shall only be delivered upon the Committee being satisfied that the Participant has achieved the Performance Targets.
- 10.4 Subject to the prevailing legislation and the provisions of the Catalist Rules, our Company will deliver Shares to Participants upon vesting of their Awards by way of an issue of New Shares or the transfer of existing Shares held as Treasury Shares to the Participants.
- 10.5 In determining whether to issue New Shares or to purchase existing Shares for delivery to Participants upon the vesting of their Awards, our Company will take into account factors such as the number of Shares to be delivered, the prevailing market price of the Shares and the financial effect on our Company of either issuing New Shares or purchasing existing Shares.
- 10.6 The Committee will procure, upon approval of the Board, the allotment or transfer to each Participant of the number of Shares which are to be released to that Participant pursuant to an Award under Rule 7. Any proposed issue of New Shares will be subject to there being in force at the relevant time the requisite Shareholders approval under the Companies Act for the issue of Shares. Any allotment of New Shares pursuant to an Award will take into account the rounding of odd lots.
- 10.7 Where New Shares are to be allotted or any Shares are to be transferred to a Participant pursuant to the release of any Award, the Vesting Date will be a trading day falling as soon as practicable after the review of the Committee referred to in Rule 10.1. On the Vesting Date, the Committee will procure the allotment or transfer of each Participant of the number of Shares so determined.
- 10.8 Where New Shares are to be allotted upon the vesting of any Award, our Company shall, as soon as practicable after allotment, where necessary, apply to the SGX-ST for permission to deal in, and for quotation of, such Shares on Catalist.
- 10.9 Shares which are allotted or transferred on the release of an Award to a Participant shall be issued in the name of, or transferred to, CDP to the credit of either:
- (a) the securities account of that Participant maintained with CDP;
 - (b) the securities sub-account of that Participant maintained with a Depository Agent; or
 - (c) the CPF investment account maintained with a CPF agent bank,
- in each case, as designated by that Participant. Until such issue or transfer of such Shares has been effected, that Participant shall have no voting rights nor any entitlements to dividends or other distributions declared or recommended in respect of any Shares which are the subject of the Award granted to him.
- 10.10 New Shares allotted and issued, and existing Shares held in treasury procured by our Company for transfer, on the release of an Award, shall be subject to all the provisions of the Constitution of our Company and the Companies Act, and shall rank in full for all entitlements, including dividends or other distributions declared or recommended in respect of the then existing Shares, the Record Date for which is on or after the date of issue of the New Shares or the date of transfer of Treasury Shares pursuant to the vesting of the Award, and shall in all other respects rank *pari passu* with other existing Shares then in issue.
- 10.11 Shares which are allotted, and/or Treasury Shares which are transferred, on the vesting of an Award to a Participant, may be subject to such moratorium as may be imposed by the Committee.

11. VARIATION OF CAPITAL

- 11.1 If a variation in the issued ordinary share capital of our Company (whether by way of a capitalisation of profits or reserves or rights issue, capital reduction, subdivision, consolidation, distribution or otherwise) shall take place, then:
- (a) the class and/or number of Shares which are the subject of an Award to the extent not yet vested; and/or

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- (b) the class and/or number of Shares over which future Awards may be granted under the Performance Share Plan, shall be adjusted by the Committee to give each Participant the same proportion of the equity capital of our Company as that to which he was previously entitled and, in doing so, the Committee shall determine at its own discretion the manner in which such adjustment shall be made.

11.2 The following events shall not normally be regarded as a circumstance requiring adjustment:

- (a) the issue of securities as consideration for an acquisition or a private placement of securities;
- (b) the cancellation of issued Shares purchased or acquired by our Company by way of a market purchase of such Shares undertaken by our Company on the SGX-ST during the period when a share purchase mandate granted by Shareholders (including any renewal of such mandate) is in force;
- (c) the issue of Shares or other securities convertible into or with rights to acquire or subscribe for Shares to its employees pursuant to any share option scheme or share plan approved by Shareholders in general meeting, including the Performance Share Plan; and
- (d) any issue of Shares arising from the exercise of any warrants or the conversion of any convertible securities issued by our Company.

11.3 Notwithstanding the provisions of Rule 11.1:

- (a) the adjustment must be made in such a way that a Participant will not receive a benefit that a Shareholder does not receive; and
- (b) any adjustment (except in relation to a capitalisation issue) must be confirmed in writing by the Auditors (acting only as experts and not as arbitrators) to be in their opinion, fair and reasonable.

11.4 Upon any adjustment required to be made pursuant to this Rule 11, our Company shall notify the Participant (or his duly appointed personal representatives where applicable) in writing and deliver to him (or his duly appointed personal representatives where applicable) a statement setting forth the class and/or number of Shares thereafter to be issued or transferred on the vesting of an Award. Any adjustment shall take effect upon such written notification being given.

12. ADMINISTRATION OF THE PERFORMANCE SHARE PLAN

12.1 The Performance Share Plan shall be administered by the Committee in its absolute discretion with such powers and duties as are conferred on it by the Board, provided that no member of the Committee shall participate in any deliberation or decision in respect of Awards granted or to be granted to him.

12.2 The Committee shall have the power, from time to time, to make and vary such rules (not being inconsistent with the Performance Share Plan) for the implementation and administration of the Performance Share Plan as they think fit including, but not limited to:

- (a) imposing restrictions on the number of Awards that may be vested within each financial year; and
- (b) amending Performance Targets if by so doing, it would be a fairer measure of performance for a Participant or for the Performance Share Plan as a whole.

12.3 Any decision of the Committee made pursuant to any provision of the Performance Share Plan (other than a matter to be certified by the Auditors) shall be final and binding (including any decisions pertaining to the number of Shares to be vested) or to disputes as to the interpretation of the Performance Share Plan or any rule, regulation, procedure thereunder or as to any rights under the Performance Share Plan.

13. NOTICES

13.1 Any notice required to be given by a Participant to our Company shall be sent or made to the registered office of our Company or such other addresses (including electronic mail addresses) or facsimile number, and marked for the attention of the Committee, as may be notified by our Company to him in writing.

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- 13.2 Any notices or documents required to be given to a Participant or any correspondence to be made between our Company and the Participant shall be given or made by the Committee (or such person(s) as it may from time to time direct) on behalf of our Company and shall be delivered to him by hand or sent to him at his home address, electronic mail address or facsimile number according to the records of our Company or the last known address, electronic mail address or facsimile number of the Participant.
- 13.3 Any notice or other communication from a Participant to our Company shall be irrevocable, and shall not be effective until received by our Company. Any other notice or communication from our Company to a Participant shall be deemed to be received by that Participant, when left at the address specified in Rule 13.2 or, if sent by post, on the day following the date of posting or, if sent by electronic mail or facsimile transmission, on the day of dispatch.

14. MODIFICATIONS TO THE PERFORMANCE SHARE PLAN

- 14.1 Any or all the provisions of the Performance Share Plan may be modified and/or altered at any time and from time to time by resolution of the Committee, provided that:
- (a) no modification or alteration shall alter adversely the rights attached to any Award granted prior to such modification or alteration except with the consent in writing of such number of Participants who, if their Awards were released to them upon the performance conditions for their Awards being satisfied in full, would become entitled to not less than three-quarters (3/4) in number of all the Shares which would fall to be vested upon Release of all outstanding Awards under the Performance Share Plan;
 - (b) any modification or alteration which would be to the advantage of Participants under the Performance Share Plan shall be subject to the prior approval of Shareholders in a general meeting; and
 - (c) no modification or alteration shall be made without due compliance with the Catalist Rules or prior approval of the SGX-ST and such other regulatory authorities as may be necessary.
- 14.2 Notwithstanding anything to the contrary contained in Rule 14.1, the Committee may at any time by resolution (and without other formality, save for the prior approval of the SGX-ST) amend or alter the Performance Share Plan in any way to the extent necessary or desirable, in the opinion of the Committee, to cause the Performance Share Plan to comply with, or take into account, any statutory provision (or any amendment or modification thereto, including amendment of or modification to the Companies Act) or the provision or the regulations of any regulatory or other relevant authority or body (including the SGX-ST).
- 14.3 Written notice of any modification or alteration made in accordance with this Rule 14 shall be given to all Participants.

15. TERMS OF EMPLOYMENT UNAFFECTED

The terms of employment of a Participant (who is a Group Employee) shall not be affected by his participation in the Performance Share Plan, which shall neither form part of such terms nor entitle him to take into account such participation in calculating any compensation or damages on the termination of his employment for any reason.

16. DURATION OF THE PERFORMANCE SHARE PLAN

- 16.1 The Performance Share Plan shall continue to be in force at the discretion of the Committee, subject to a maximum period of ten (10) years commencing on the Adoption Date, provided always that the Performance Share Plan may continue beyond the above stipulated period with the approval of our Company's shareholders by ordinary resolution in general meeting and of any relevant authorities which may then be required.
- 16.2 The Performance Share Plan may be terminated at any time at the discretion of the Committee or by an ordinary resolution of our Company in general meeting subject to all other relevant approvals which may be required and if the Performance Share Plan is so terminated, no further Awards shall be offered by our Company thereunder.

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16.3 Notwithstanding the expiry or termination of the Performance Share Plan, any Awards made to Participants prior to such expiry or termination will continue to remain valid.

17. TAXES

All taxes (including income tax) arising from the grant and/or disposal of Shares pursuant to the Awards granted to any Participant under the Performance Share Plan shall be borne by that Participant.

18. COSTS AND EXPENSES

18.1 Each Participant shall be responsible for all fees of CDP relating to or in connection with the issue and allotment or transfer of any Shares pursuant to the Awards in CDP's name, the deposit of share certificate(s) with CDP, the Participant's securities account with CDP, or the Participant's securities sub-account with a CDP Depository Agent.

18.2 Save for the taxes referred to in Rule 17 and such other costs and expenses expressly provided in the Performance Share Plan to be payable by the Participants, all fees, costs and expenses incurred by our Company in relation to the Performance Share Plan including but not limited to the fees, costs and expenses relating to the allotment, issue and/or delivery of Shares pursuant to the Awards shall be borne by our Company.

19. DISCLOSURES IN ANNUAL REPORTS

The following disclosures (as applicable) will be made by the Company in its annual report for so long as the Performance Share Plan continues in operation:

- (a) the names of the members of the Committee administering the Performance Share Plan;
- (b) the information required in the table below for the following Participants of the Performance Share Plan:
 - (i) Directors of our Company;
 - (ii) Controlling Shareholders and their associates; and
 - (iii) Participants (other than those in paragraphs (b)(i) and (ii) above) who have received 5% or more of the total number of Shares available under the Performance Share Plan:

Name of participant	Aggregate number of Shares comprised in Awards granted under the Performance Share Plan during the financial year under review (including terms)	Aggregate number of Shares comprised in Awards granted since commencement of the Performance Share Plan to end of financial year under review	Aggregate number of Shares comprised in Awards released since commencement of the Performance Share Plan to end of financial year under review	Aggregate number of Shares comprised in Awards which have not been released as at the end of the financial year under review

- (c) such other information as may be required by the Catalist Rules or the Companies Act,

provided that if any of the above requirements are not applicable, an appropriate negative statement should be included herein.

ANNEX A**20. ABSTENTION FROM VOTING**

Shareholders who are eligible to participate in the Performance Share Plan are to abstain from voting on any shareholders' resolution relating to the Performance Share Plan and should not accept nominations as proxy or otherwise for voting unless specific instructions have been given in the proxy form on how the vote is to be cast. In particular, all Shareholders who are eligible to participate in the Performance Share Plan shall abstain from voting on the following resolutions, where applicable: (a) implementation of the Performance Share Plan; and (b) participation by and grant of Awards to Controlling Shareholders and their associates.

21. DISCLAIMER OF LIABILITY

Notwithstanding any provisions herein contained, the Board, the Committee and our Company shall not under any circumstances be held liable for any costs, losses, expenses and damages whatsoever and howsoever arising in any event, including but not limited to our Company's delay in issuing or transferring the Shares or applying for or procuring the listing of the Shares on the SGX-ST.

22. DISPUTES

Any disputes or differences of any nature arising hereunder shall be referred to the Committee and its decision shall be final and binding in all respects.

23. CONDITION OF AWARDS

Every Award shall be subject to the condition that no Shares would be issued or transferred pursuant to the vesting of any Award if such issue or transfer would be contrary to any law or enactment, or any rules or regulations of any legislative or non-legislative governing body for the time being in force in Singapore or any other relevant country having jurisdiction in relation to the issue or transfer of Shares hereto.

24. GOVERNING LAW

The Performance Share Plan shall be governed by, and construed in accordance with, the laws of the Republic of Singapore. The Participants, by accepting Awards in accordance with the Performance Share Plan, and our Company irrevocably submits to the exclusive jurisdiction of the courts of the Republic of Singapore.

25. CONTRACTS (RIGHTS OF THIRD PARTIES) ACT 2001

No person other than our Company or a Participant shall have any right to enforce any provision of the Performance Share Plan or any Award by the virtue of the Contracts (Rights of Third Parties) Act 2001 of Singapore.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Annual General Meeting of **Choo Chiang Holdings Ltd.** (the “**Company**”) will be held physically at Choo Chiang HQ Level 2 Conference Room @ 10 Woodlands Loop Singapore 738388 on Monday, 28 April 2025 at 11.00 a.m. to transact the following business:

As Ordinary Business

1. To receive and adopt the Directors’ Statement and the audited financial statements of the Company for the financial year ended 31 December 2024 together with the Auditors’ Report thereon. **(Resolution 1)**
2. To declare a final tax exempt one-tier dividend of 1.5 Singapore cents per ordinary share (2023: 1.5 Singapore cents per ordinary share) and special dividend of 0.3 Singapore cents per ordinary share for the financial year ended 31 December 2024. **(Resolution 2)**
3. To re-elect Mr Lim Teck Chuan, who is retiring by rotation in accordance with Regulation 104 of the Company’s Constitution, as a Director of the Company. **(Resolution 3)**
4. To re-elect Mr Tan Soon Liang, who is retiring by rotation in accordance with Regulation 104 of the Company’s Constitution, as a Director of the Company. [See Explanatory Note (i)] **(Resolution 4)**
5. To approve the sum of S\$130,000.00 as Directors’ fees for the financial year ending 31 December 2025 and the payment thereof on a half yearly basis. (2024: S\$130,000.00) **(Resolution 5)**
6. To re-appoint Forvis Mazars LLP as Auditors of the Company and to authorise the Directors to fix their remuneration. **(Resolution 6)**
7. To transact any other business that may be transacted at an Annual General Meeting.

As Special Business

To consider and, if thought fit, to pass the following resolutions as Ordinary Resolutions, with or without modifications:

8. Authority to allot and issue shares in the capital of the Company

That pursuant to Section 161 of the Companies Act 1967 (“**Companies Act**”) and Rule 806 of the Singapore Exchange Securities Trading Limited (“**SGX-ST**”) Listing Manual Section B: Rules of Catalist (“**Catalist Rules**”) and the Constitution of the Company (the “**Constitution**”), authority be and is hereby given to the Directors to (i) allot and issue new ordinary shares in the capital of the Company (“**Shares**”) whether by way of rights, bonus or otherwise; (ii) make or grant offers, agreements or options (collectively, “**Instruments**”) that might or would require Shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) options, warrants, debentures or other instruments convertible into Shares, at any time and upon such terms and conditions and for such purposes and to such persons as the Directors may in their absolute discretion deem fit; and/or (iii) (notwithstanding the authority conferred by this resolution may have ceased to be in force) issue Shares in pursuance of any Instruments made or granted by the Directors while this resolution was in force, provided that:

- (a) the aggregate number of Shares (including Shares to be issued in pursuance of the Instruments, made or granted pursuant to this resolution) and Instruments to be issued pursuant to this resolution shall not exceed 100.0% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (b) below), of which the aggregate number of Shares to be issued (including Shares to be issued pursuant to the Instruments) other than on a pro rata basis to existing Shareholders shall not exceed 50.0% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (b) below);

NOTICE OF ANNUAL GENERAL MEETING

- (b) (subject to such manner of calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of Shares (including Shares to be issued pursuant to the Instruments) and Instruments that may be issued under sub-paragraph (a) above, the percentage of Shares that may be issued shall be based on the total number of issued Shares of the Company (excluding treasury shares and subsidiary holdings) at the time of passing of this resolution, after adjusting for: (i) new Shares arising from the conversion or exercise of the Instruments or any convertible securities; (ii) new Shares arising from exercising of any share options or vesting of share awards outstanding and/or subsisting at the time of passing of this resolution provided that such share options or share awards (as the case may be) were granted in compliance with the Catalist Rules; and (iii) any subsequent bonus issue, consolidation or sub-division of Shares;
- (c) in exercising such authority, the Company shall comply with the provisions of the Catalist Rules for the time being in force (unless such compliance has been waived by the SGX-ST) and the Constitution for the time being of the Company; and
- (d) unless revoked or varied by the Company in a general meeting, such authority shall continue in force until (i) the conclusion of the next annual general meeting of the Company or (ii) the date by which the next annual general meeting of the Company is required by law to be held, whichever is the earlier.

[See Explanatory Note (ii)]

(Resolution 7)

9. **Renewal of the Share Buy-Back Mandate**

That:

- (a) for the purposes of Sections 76C and 76E of the Companies Act, the exercise by the Directors of the Company of all the powers of the Company to purchase or otherwise acquire issued ordinary shares in the capital of the Company ("**Shares**") not exceeding in aggregate the Maximum Limit (as hereafter defined), at such price or prices as may be determined by the Directors of the Company from time to time up to the Maximum Price (as hereinafter defined), whether by way of:
 - (i) on-market purchases through the SGX-ST's ready market or, as the case may be, any other stock exchange on which the Shares may for the time being be listed and quoted ("**Other Exchange**"), through one or more duly licensed stockbrokers appointed by the Company for such purpose (the "**Market Purchases**") and/or
 - (ii) off-market purchases (if effected otherwise than on the SGX-ST) in accordance with any equal access scheme(s) as defined in Section 76C of the Companies Act as may be determined or formulated by the Directors as they may consider fit and in the best interests of the Company, which scheme(s) shall satisfy all the conditions prescribed by the Companies Act and the Catalist Rules (the "**Off-Market Purchases**"),

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

- (b) unless varied or revoked by the Company in a general meeting, the authority conferred on the Directors of the Company pursuant to the Share Buy-Back Mandate may be exercised by the Directors of the Company at any time and from time to time during the period commencing from the passing of this resolution and expiring on the earliest of:
 - (i) the date on which the next annual general meeting of the Company is held;
 - (ii) the date by which the next annual general meeting of the Company is required by law to be held; or
 - (iii) the date on which purchases and acquisitions of Shares pursuant to the Share Buy-Back Mandate are carried out to the full extent mandated.

NOTICE OF ANNUAL GENERAL MEETING

(c) in this resolution:

“Maximum Limit” means the number of Shares representing ten percent (10%) of the total issued ordinary share capital of the Company ascertained as at the date of the passing of this resolution, unless the Company has effected a reduction of the share capital of the Company in accordance with the applicable provisions of the Companies Act at any time during the Relevant Period (as defined hereinafter), in which event the issued ordinary share capital of the Company shall be taken to be the amount of the issued ordinary share capital of the Company as altered (excluding any treasury shares and subsidiary holdings that may be held by the Company from time to time);

“Relevant Period” means the period commencing from the date of the Annual General Meeting at which the proposed renewal of the Share Buy-Back Mandate is approved, and expiring on the date the next annual general meeting of the Company is held or is required by law to be held, whichever is earlier, or until it is varied or revoked by the Company in general meeting, after the date of the passing of this resolution; and

“Maximum Price” in relation to a Share to be purchased, means the purchase price (excluding brokerage, commission, stamp duties, applicable goods and services tax and other related expenses) not exceeding:

- (i) in the case of a Market Purchases, 105% of the Average Closing Market Price of the Shares; and
- (ii) in the case of an Off-Market Purchases, 120% of the Average Closing Market Price of the Shares,

where:

“Average Closing Market Price” means the average of the closing market prices of the Shares over the last five (5) market days on which transactions in the Shares were recorded before the day on which the purchases are made, and deemed to be adjusted for any corporate action that occurs during the relevant five (5) day period and the day on which the purchases are made; and

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

[See Explanatory Note (iii)]

(Resolution 8)

10. Proposed Adoption of the 2025 Choo Chiang Performance Share Plan

That the performance share plan known as the **“2025 Choo Chiang Performance Share Plan”** (the **“2025 Choo Chiang PSP”**), the rules and details of which have been set out in the Appendix, be and is hereby approved and adopted, and that the Directors of the Company and/or the Remuneration Committee of the Company for the time being, duly authorised and appointed by the Board of Directors of the Company, be and are hereby authorised:

- (a) to administer the 2025 Choo Chiang PSP;
- (b) to modify and/or amend the 2025 Choo Chiang PSP from time to time provided that such modification and/or amendment is effected in accordance with the provisions of the 2025 Choo Chiang PSP and to do all such acts and to enter into such transactions, arrangements and agreements as may be necessary or expedient in order to give full effect to the 2025 Choo Chiang PSP;
- (c) to offer and grant Awards in accordance with the rules of the 2025 Choo Chiang PSP and to deliver existing Shares (including treasury shares) and to allot and issue such number of shares in the capital of the Company (**“Shares”**) as may be required to be allotted and issued pursuant to the Awards under the 2025 Choo Chiang PSP, provided that the aggregate number of Shares when aggregated with (i) the total number of new Shares allotted and issued and/or to be allotted and issued pursuant to Awards already granted under the 2025 Choo Chiang PSP, and (ii) the total number of Shares issued and issuable and/or transferred or transferable in respect of all options or awards granted under any other share-based incentive schemes of the Company then in force, shall not exceed fifteen percent (15%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings) in the capital of the Company from time to time; and

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- (d) to complete and do all such acts and things (including executing all such documents as may be required and to approve any amendments or modifications to any such documents) as they and/or he/she may consider necessary, desirable or expedient to give effect to this Resolution.

[See Explanatory Note (iv)]

(Resolution 9)

BY ORDER OF THE BOARD

Morland Fu
Tan Shu Bing
Company Secretaries
Singapore, 10 April 2025

Explanatory Notes on Ordinary Resolutions to be passed:

- (i) Mr Tan Soon Liang, if re-elected, will remain as the Company's Independent Director and the Chairman of the Nominating Committee and a member of the Audit and Remuneration Committees respectively. The Board considers Mr Tan Soon Liang to be independent for the purposes of Rule 704(7) of the Catalyst Rules.
- (ii) Ordinary Resolution 7, if passed, will empower the Directors (from the date of this Annual General Meeting until (a) the conclusion of the next annual general meeting of the Company or (b) the date by which the next annual general meeting of the Company is required by law to be held, whichever is the earlier) to allot and issue Shares and convertible securities in the Company up to an amount not exceeding one hundred percent (100%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings), of which the total number of Shares issued other than on a pro rata basis to existing shareholders of the Company, shall not exceed fifty percent (50%) of the total number of issued Shares (excluding treasury shares and subsidiary holdings). This authority will, unless previously revoked or varied at a general meeting, expire at the next annual general meeting of the Company or the date by which the next annual general meeting of the Company is required by law to be held, whichever is the earlier.
- (iii) Ordinary Resolution 8, if passed, will empower the Directors during the Relevant Period, to purchase or otherwise acquire, by way of Market Purchases or Off-Market Purchases, up to 10% of the total number of issued Shares (excluding treasury shares and subsidiary holdings) as at the date of the resolution passed by Shareholders for the Share Buy-back Mandate on the terms of the Share Buy-back Mandate as set out in the Annexure. The Company may use internal sources of funds or borrowings or a combination of both to finance the Company's purchase or acquisition of the Shares pursuant to the Share Buy-Back Mandate.
- (iv) Ordinary Resolution 9, if passed, will empower the Directors to offer and grant Awards and to allot and issue Shares pursuant to the vesting of Awards in accordance with the rules of the 2025 Choo Chiang PSP as set out in the Appendix as well as the provisions set forth in the Companies Act and the Catalyst Rules. Please refer to the Appendix for more information relating to the proposed adoption of the 2025 Choo Chiang PSP.

Notes:

- The members of the Company are invited to **attend physically** at the Annual General Meeting (the "Meeting" or "AGM"). **There will be no option for shareholders to participate virtually.** This Notice, the proxy form, the Request Form (to request for printed copy of the annual report) and the annual report are available on the Company's corporate website at <https://www.choochiang.com/investor-relations/>, and the SGX website at <https://www.sgx.com/securities/company-announcements>. A member will need an internet browser and PDF reader to view these documents. Printed copies of this Notice, proxy form and the Request Form will also be sent by post to members.

Members who wish to receive a printed copy of the annual report are required to complete the Request Form and return it to the Company by 16 April 2025:

- via post or personally a physical copy at the registered office of the Company at 10 Woodlands Loop Singapore 738388; or
 - via email a scanned copy at agm@choochiang.com.
- Members attending the AGM in person will need to bring along their NRIC/passport for verification purposes at the registration counter(s) outside the AGM venue on the day of the event.

NOTICE OF ANNUAL GENERAL MEETING

3. Arrangements for participation in the AGM

Members (including Supplementary Retirement Scheme investors (“**SRS Investors**”)) may participate in the AGM by:

- (a) attending the AGM in person;
- (b) submitting questions in relation to any agenda item in this Notice in advance of, or at, the AGM; and/or
- (c) voting at the AGM
 - (i) themselves personally; or (ii) through their duly appointed proxy(ies).

SRS investors who wish to appoint the Chairman of the Meeting (and not third party proxy(ies)) as proxy to approach their respective SRS Operators to submit their votes.

- 4. A member who is not a relevant intermediary is entitled to appoint not more than two proxies to attend, speak and vote in his/her stead at the AGM and shall specify the proportion of his shareholding to be represented by each proxy. If no such proportion or number is specified, the first named proxy may be treated as representing 100% of the shareholding and any subsequent named proxy as an alternate to the earlier named.
- 5. A member who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member appoints more than two proxies, the appointments shall be invalid unless the member specifies the number of Shares in relation to which each proxy has been appointed.

“Relevant intermediary” has the meaning ascribed to it in Section 181 of the Companies Act 1967.

- 6. A proxy need not be a member of the Company.
- 7. A member can appoint the Chairman of the Meeting as his/her/its proxy but this is not mandatory.

If a member wishes to appoint the Chairman of the Meeting as proxy, such member (whether individual or corporate) must give specific instructions as to voting for, voting against, or abstentions from voting on, each resolution in the instrument appointing the Chairman of the Meeting as proxy. If no specific direction as to voting is given or in the event of any other matter arising at the Meeting and at any adjournment thereof, the Chairman of the Meeting will vote or abstain from voting at his discretion.

- 8. SRS Investors who hold shares through SRS Operators:
 - (a) may vote at the Meeting if they are appointed as proxies by their respective SRS Operators, and should contact their respective SRS Operators if they have any queries regarding their appointment as proxies; or
 - (b) may appoint the Chairman of the Meeting as proxy to vote on their behalf at the Meeting, in which case they should approach their SRS Operator to submit their votes at least seven (7) working days prior to the date of AGM ie by 5.00 p.m. on 15 April 2025.
- 9. *Submission of instrument of proxy(ies) (“**Proxy Form**”)*

The Proxy Form must be submitted through any one of the following means:

- (a) via post or personally a physical copy at the registered office of the Company at 10 Woodlands Loop Singapore 738388; or
- (b) via email a scanned copy at agm@choochiang.com,

in either case, not less than seventy-two (72) hours before the time appointed for holding the Meeting i.e. by **11.00 a.m. on 25 April 2025**, and failing which, the Proxy Form will not be treated as valid.

A depositor’s name must appear on the Depository Register maintained by The Central Depository (Pte) Limited as at seventy-two (72) hours before the time appointed for holding the Annual General Meeting in order for the Depositor to be entitled to attend and vote at the AGM.

- 10. The Company shall be entitled to, and will, treat the Proxy Form delivered by a member to the Company **before 11.00 a.m. on 25 April 2025** as a valid instrument appointing a proxy to attend, speak and vote at the Meeting if (a) the member had indicated how he/she/it wished to vote for or vote against or abstain from voting on each resolution; and (b) the member has not withdrawn the appointment by 11.00 a.m. on 25 April 2025.
- 11. If the member is a corporation, the instrument appointing the proxy must be under seal or the hand of an officer or attorney duly authorised in writing.

NOTICE OF ANNUAL GENERAL MEETING

12. Completion and return of the Proxy Form by a member will not prevent him/her from attending, speaking and voting at the Meeting if he/she so wishes. The appointment of the proxy(ies) for the Meeting shall be deemed to be revoked if the member attends the Meeting in person and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the relevant instrument appointing a proxy(ies) to the Meeting.
13. *Submission of questions in advance of the Meeting*
 - (a) Members may also submit questions related to the resolutions to be tabled for approval at the Meeting. All questions, together with the members' full names, identification numbers, contact numbers and email addresses and manner in which they hold shares in the Company ("**Shares**"), must be submitted no later than **11.00 a.m. on 18 April 2025** (the "**Questions Submission Date**") via email at agm@choochiang.com or by post to the registered office of the Company at 10 Woodlands Loop Singapore 738388.
 - (b) Please note that the Company will address all substantial and relevant questions relating to the resolutions to be tabled for approval by 22 April 2025 ("**Responses to Q&A**").
 - (c) The Company endeavours to address (i) subsequent clarifications sought (ii) follow-up questions or (iii) subsequent substantial and relevant questions which are received after the Questions Submission Date at the Meeting itself. Where substantially similar questions are received, we will consolidate such questions and consequently not all questions may be individually addressed.
 - (d) The Company will, within one month after the date of the AGM, publish the minutes of the AGM on SGXNet, and the minutes will include the responses to the questions which are addressed during the AGM, if any.
14. Members are reminded to check SGXNet for any latest updates on the status of the AGM.

PERSONAL DATA PRIVACY

By submitting an instrument appointing proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of the appointment of proxy(ies) and/or representative(s) for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "**Purposes**"), (ii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

Photographic, sound and/or video recordings of the Meeting may be made by the Company for record keeping and to ensure the accuracy of the minutes prepared of the Meeting. Accordingly, the personal data of a member of the Company (such as his name) may be recorded by the Company for such purpose.

*This Notice has been reviewed by the Company's sponsor, SAC Capital Private Limited ("**Sponsor**"). This Notice has not been examined or approved by the SGX-ST and the SGX-ST assumes no responsibility for the contents of this Notice, including the correctness of any of the statements or opinions made or reports contained in this Notice. The contact person for the Sponsor is Ms Charmian Lim, at 1 Robinson Road #21-01 AIA Tower Singapore 048542, Telephone: +65 6232 3210.*

CHOO CHIANG HOLDINGS LTD.

(Incorporated in the Republic of Singapore)
(Company Registration No. 201426379D)

IMPORTANT:

1. The AGM is held physically at the registered office of the Company. Members have no option to participate virtually.
2. This Proxy Form is not valid for use by Supplementary Retirement Scheme ("SRS investors") and shall be ineffective for all intents and purposes if used or purported to be used by them. SRS investors who wish to vote should contact their SRS Operators by 5:00 p.m. on 15 April 2025, being seven (7) working days before the date of the AGM to submit his/her voting instructions.

Personal Data Privacy

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Company's Notice of Annual General Meeting dated 10 April 2025.

PROXY FORM

(PLEASE SEE NOTES OVERLEAF BEFORE COMPLETING THIS FORM)

*I/We, _____ NRIC/Passport/Co. Registration No. _____

of _____

being a *member/members of CHOO CHIANG HOLDINGS LTD. (the "**Company**"), hereby appoint:

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

and/or (delete as appropriate)

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

or failing the person, or either or both of the persons referred to above, the Chairman of the Meeting as *my/our *proxy/proxies to attend, speak or vote for *me/us on *my/our behalf at the Annual General Meeting (the "**AGM**" / "**Meeting**") of the Company to be held physically at 10 Woodlands Loop Singapore 738388 on Monday, **28 April 2025 at 11.00 a.m.** and at any adjournment thereof. *I/We direct *my/our *proxy/proxies to vote for, against or abstain from voting on the Resolutions to be proposed at the Meeting as indicated hereunder.

If no specific direction as to voting is given or in the event of any other matter arising at the AGM and at any adjournment thereof, the *proxy/proxies/Chairman of the Meeting will vote or abstain from voting at *his/her/their discretion. The authority herein includes the right to demand or to join in demanding a poll and to vote on a poll.

(If you wish to exercise all your votes "For", "Against" or "Abstain", please tick [✓] within the box provided. Alternatively, please indicate the number of votes as appropriate.)

No	Resolutions Relating To:	Number of Votes		
		For	Against	Abstain
AS ORDINARY BUSINESS				
1	Adoption of Directors' Statement and the audited financial statements of the Company for the financial year ended 31 December 2024 together with the Auditors' Report thereon.			
2	Payment of proposed final tax exempt one-tier dividend of 1.5 Singapore cents per ordinary share and special dividend of 0.3 Singapore cents per ordinary share for the financial year ended 31 December 2024.			
3	Re-election of Mr Lim Teck Chuan as a Director.			
4	Re-election of Mr Tan Soon Liang as a Director.			
5	Approval of Directors' fees for the financial year ending 31 December 2025.			
6	Re-appointment of Forvis Mazars LLP as auditors.			
AS SPECIAL BUSINESS				
7	Authority to allot and issue shares in the capital of the Company and/or instruments pursuant to Section 161 of the Companies Act.			
8	Renewal of the Share Buy-Back Mandate.			
9	Adoption of the 2025 Choo Chiang Performance Share Plan.			

*Delete where inapplicable

Dated this _____ day of _____ 2025

Total number of Shares in:	No. of Shares
(a) CDP Register	
(b) Register of Members	

Signature of Shareholder(s) /
or Common Seal of Corporate Shareholder



NOTES

1. Each of the resolutions to be put to the vote of members at the AGM (and at any adjournment thereof) will be voted on by way of a poll.
2. Please insert the total number of Shares you hold. If you have Shares entered against your name in the Depository Register (as defined in Section 81SF of the Securities and Futures Act 2001, you should insert that number of Shares. If you have Shares registered in your name in the register of Shareholders of our Company, you should insert that number of Shares. If you have Shares entered against your name in the Depository Register and Shares registered in your name in the register of Shareholders, you should insert the aggregate number of Shares entered against your name in the Depository Register and registered in your name in the register of Shareholders. If no number is inserted, the instrument appointing a proxy or proxies shall be deemed to relate to all the Shares in the capital of the Company held by you.
3. This proxy form may be accessed at the Company's corporate website at <https://www.choochiang.com/investor-relations/>, and the SGX's website at <https://www.sgx.com/securities/company-announcements>.
4. A member who is not a relevant intermediary is entitled to appoint not more than two proxies to attend, speak and vote in his/her stead. A proxy need not be a member of the Company. Where a member appoints more than one proxy, he shall specify the proportion of his shareholding to be represented by each proxy. If no such proportion or number is specified, the first named proxy may be treated as representing 100% of the shareholding and any subsequent named proxy as an alternate to the earlier named.
5. A member who is a relevant intermediary is entitled to appoint more than two proxies to attend and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different Share or Shares held by such member. Where such member appoints more than two proxies, the appointments shall be invalid unless the member specifies the number of Shares in relation to which each proxy has been appointed.

"Relevant intermediary" means:

- (a) a banking corporation licensed under the Banking Act 1970 or a wholly-owned subsidiary of such a banking corporation, whose business includes the provision of nominee services and who holds shares in that capacity;
- (b) a person holding a capital markets services licence to provide custodial services for securities under the Securities and Futures Act 2001 and who holds shares in that capacity; or
- (c) the Central Provident Fund Board established by the Central Provident Fund Act 1953, in respect of shares purchased under the subsidiary legislation made under that Act providing for the making of investments from the contributions and interest standing to the credit of members of the Central Provident Fund if the Board holds those shares in the capacity of an intermediary pursuant to or in accordance with that subsidiary legislation.

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

6. The instrument appointing a proxy(ies) ("**Proxy Form**") must be submitted to the Company in the following manner: -

- (a) if submitted by post, be lodged at the registered office of the Company at 10 Woodlands Loop Singapore 738388; or
- (b) if submitted electronically, be submitted via email to agm@choochiang.com

in either case, **no later than 25 April 2025, 11.00 a.m., being at least seventy-two (72) hours before the time appointed for holding the AGM**, failing which, the proxy form shall not be treated as valid.

7. Completion and return of the Proxy Form by a member will not prevent him/her from attending, speaking and voting at the AGM if he/she so wishes. The appointment of the proxy(ies) for the AGM shall be deemed to be revoked if the member attends the AGM in person and in such event, the Company reserves the right to refuse to admit any person(s) appointed under the relevant Proxy Form to the AGM.
8. The Proxy Form must be under the hand of the appointor or of his/her attorney duly authorised in writing. In the case of joint holders, all joint holders must sign this Proxy Form. Where the Proxy Form is executed by a corporation, it must be executed either under its seal or under the hand of an officer or attorney duly authorised in writing. Where the Proxy Form is executed by an attorney on behalf of the appointor, the letter or power of attorney or a duly certified copy thereof must be lodged with this Proxy Form, failing which the Proxy Form may be treated as invalid.
9. A corporation which is a member may authorise by resolution of its directors or other governing body such person as it thinks fit to act as its representative at the Meeting, in accordance with Section 179 of the Companies Act 1967 of Singapore.
10. A SRS investor who wishes to vote should approach his/her SRS Operators by 5:00 p.m. on 15 April 2025, being seven (7) working days before the date of the AGM to submit his/her voting instructions.

PERSONAL DATA PRIVACY

By submitting an instrument appointing a proxy/(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 10 April 2025.

GENERAL

The Company shall be entitled to reject the instrument appointing a proxy or proxy(ies) if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxy(ies). In addition, in the case of Shares entered in the Depository Register, the Company may reject any instrument appointing a proxy or proxy(ies) lodged if the member, being the appointor, is not shown to have Shares entered against his/her name in the Depository Register as at seventy-two (72) hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.



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