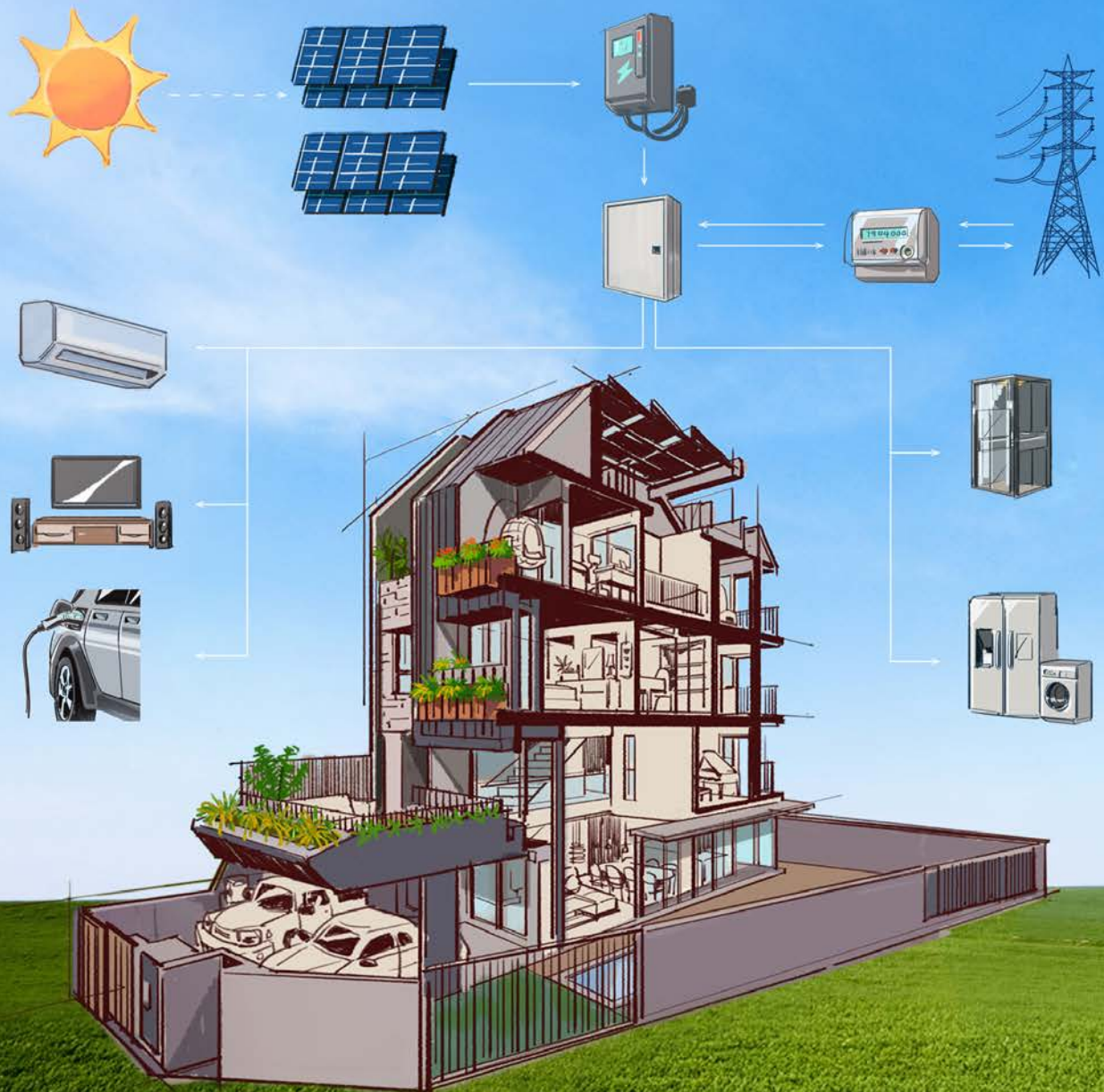




BUKIT SEMBAWANG
ESTATES LIMITED

Landed living, powered by solar



ANNUAL REPORT 2026

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CORPORATE PROFILE



BUKIT SEMBAWANG
ESTATES LIMITED

Homes For Every Generation

Bukit Sembawang Estates Limited ("BSEL") started developing landed properties in the 1950s and was incorporated in Singapore in 1967. It is one of the pioneer companies that obtained public-listing on SGX Mainboard in 1968. BSEL now also focuses on property development, investments and other property-related activities.



OUR MISSION

As a leading and experienced property developer, we are committed to designing and building fine quality homes that satisfy the aspirations and lifestyles of our customers, for generations to come.



OUR MILESTONES

For over half a century, Bukit Sembawang Estates Limited has built many of Singapore's renowned and established residential developments comprising landed homes, private residences, and serviced apartments.



OUR COMMITMENT

We value every customer, every family, and we shall remain dedicated to creating quality homes that property owners will love, cherish, and appreciate — for generation after generation.

CHAIRMAN'S STATEMENT

Dear Valued Shareholders,

REVIEW OF PAST YEAR'S PERFORMANCE

On behalf of the Board of Directors, I am pleased to report that Bukit Sembawang Estates Limited ("**BSEL**", "**the Company**" or together with its subsidiaries, "**the Group**") achieved a net profit of \$128.6 million for the financial year ended 31 March 2026 ("**FY2026**"), representing a 13% increase from \$114.3 million in financial year 2025 ("**FY2025**"), mainly due to higher profit recognised from **Pollen Collection**. Total equity stood at \$1.7 billion.

In December 2025, the Group successfully launched **Pollen Collection II** (formerly known as Nim Collection Phase 4), a 99-year leasehold development comprising 186 landed homes. For the 1st phase of launch, 52 units were released, of which 27 units (52%) were sold as of 31 March 2026. This encouraging response reflects the strong market reception and reaffirms the quality of our product, with thoughtfully designed layouts that enhance functionality and liveability. The homes also incorporate future-ready features with sustainability considerations, including the provision of in-built solar panels and isolators to support EV charging for up to two cars.

The Group continued to maintain a healthy sales momentum across our portfolio with 70% of the 158 units at **8@BT** and 94% of the 132 units at **Pollen Collection** sold as of 22 June 2026.

With growing interest in landed homes, the Group is preparing for the launch of **Luxus Hills Phase 10**, a 999-year leasehold landed development, scheduled for the third quarter of 2026.

At **Fraser Residence Orchard, Singapore** ("**FROS**"), the Group's luxury serviced apartments located on Paterson Road, average occupancy improved to 84% in FY2026 from 79% in the previous financial year. The higher occupancy was driven mainly by sustained demand from the corporate and long-stay segments, particularly from relocating professionals and expatriates seeking premium, centrally located accommodation. This was further supported by Singapore's continued recovery in business travel and expatriate inflows, which have underpinned longer-stay bookings. FROS's prime Orchard location and strong brand positioning also continue to attract high-quality tenants, contributing to the overall improvement in occupancy.

CURRENT YEAR'S PROSPECTS

Global economic growth continues to face headwinds amid ongoing geopolitical tensions and inflationary pressures. Singapore's economy grew by 5.0% in 2025, according to figures released by the Ministry of Trade and Industry ("**MTI**") on

10 February 2026. MTI has forecast that GDP growth in 2026 will moderate to between 2.0% and 4.0%, reflecting continued uncertainties in the external environment, including geopolitical risks and weaker global trade conditions, which may weigh on business and consumer sentiment.

The private residential property market remained resilient in 2025, as it continues to be supported primarily by local buyers. Based on Urban Redevelopment Authority's 1st Quarter 2026 real estate statistics released on 24 April 2026, overall private residential prices increased by 0.9% in the first quarter of 2026, compared to 0.6% in the previous quarter. For the full year 2025, private residential property prices rose by 3.3%, moderating from the 3.9% increase recorded in 2024. Within the landed segment, prices declined by 0.4% in the first quarter of 2026, reversing four consecutive quarters of increases, with some analysts attributing this to be transitory given the limited supply of landed homes.

Transaction volumes remained healthy in 2025, with 10,815 private residential units, excluding Executive Condominiums, sold for the full year, compared with 6,469 units in 2024, reflecting improved market activity and buyer confidence following interest rate stabilisation. However, market conditions have moderated in recent months, as reflected by the moderation in quarterly price growth and increased buyer sensitivity towards pricing and affordability amid prevailing economic uncertainties.

The impact of the April 2023 cooling measures, particularly the Additional Buyer's Stamp Duty ("**ABSD**"), continues to moderate demand from foreigners and entities. As a result, the market remains largely reliant on Singaporeans and Permanent Residents.

More recently, the Government announced in May 2026 significant changes to the Executive Condominium ("**EC**") scheme, including extending the Minimum Occupation Period ("**MOP**") from five to ten years, raising the first-timer priority quota to 90%, and abolishing the Deferred Payment Scheme. Some upper-end EC buyers near the \$16,000 monthly household income ceiling, who can no longer rely on the Deferred Payment Scheme and face a doubled MOP, may reassess their options and consider mass-market private condominiums in the Outside Central Region instead.

In this environment, the Group remains focused on its core philosophy of building enduring homes by delivering high-quality and thoughtfully designed products. Emphasis will continue to be placed on prudent pricing, disciplined cost management and careful calibration of launches to align with prevailing market conditions.

CHAIRMAN'S STATEMENT

CURRENT YEAR'S PLANS

The Group intends to complement the sale of the 99-year leasehold **Pollen Collection II** with the launch of the 999-year leasehold **Luxus Hills Phase 10** comprising 156 landed homes, including terraced, semi-detached and detached units. This development located within the established Luxus Hills estate features efficient layouts, future-ready features and thoughtfully planned living spaces that are well lit and ventilated. In line with growing sustainability considerations, the homes will also be fitted with solar panels to improve energy efficiency. Construction is progressing steadily, and the units will be released progressively and strategically in line with prevailing market conditions.

When **Luxus Hills Phase 10** is launched for sale, **Pollen Collection II** is expected to benefit from spillover demand arising as it offers a more accessible price point due to its 99-year leasehold tenure.

Pollen Collection, a 99-year leasehold landed development off Ang Mo Kio Avenue 5, is expected to sell its remaining 8 units in the coming financial year, comprising 6 corner terraces and 2 semi-detached units. Sales are expected to progress steadily, supported by underlying demand for landed homes and the development's completion, which appeals to buyers seeking ready-to-move-in homes.

The Group will continue to take a calibrated approach to sell the remaining 47 units for **8@BT**. Located within the Bukit Timah district, the development benefits from proximity to nature, established amenities and MRT connectivity. While interest in well-located projects remains, sales momentum is expected to be gradual amid a pipeline of upcoming residential launches. The Group will continue to calibrate pricing and marketing efforts to support steady take-up over time.

As one of the few developers of landed housing estates in Singapore, the Group remains focused on positioning its developments primarily for Singaporeans and Permanent Residents. While demand for landed homes is expected to remain relatively resilient, the Group will continue to monitor market conditions closely and adjust its sales strategies where necessary.

LIV @ MB obtained its Temporary Occupation Permit ("**TOP**") on 18 March 2025 and Certificate of Statutory Completion ("**CSC**") on 12 November 2025, and all 298 units have been successfully delivered to purchasers. The Group remains committed to addressing purchasers' feedback promptly and satisfactorily. Meanwhile, **The Atelier** obtained CSC on 23 April 2026.

The Group remains committed to delivering quality developments that create long-term value for our customers and stakeholders. Amid evolving market conditions, we will continue to focus on disciplined execution, thoughtful product planning and

prudent capital management to strengthen the resilience of our business. Looking ahead, the Group will continue to assess suitable opportunities to replenish its land bank and enhance its development pipeline, while maintaining a measured and sustainable approach towards growth.

DIVIDENDS

Considering the Group's financial performance and cash flow requirements, and in line with the Group's efforts to maintain financial flexibility amid macroeconomic developments, the Board has proposed a final dividend of 4 cents and a special dividend of 18 cents per ordinary share, totalling 22 cents for FY2026, which is higher than FY2025. The total dividend pay-out ratio is 0.44.

The dividend payment, which amounts to \$57.0 million, is subject to shareholders' approval at the 60th Annual General Meeting ("**AGM**") to be held on 31 July 2026.

DIRECTORATE

Pursuant to the Company's Constitution, Mr Ong Sim Ho and Mr Tan Swee Yiow shall be retiring at the forthcoming AGM. Being eligible, Mr Ong Sim Ho and Mr Tan Swee Yiow have consented to continue office and have offered themselves for re-election.

I will have served as a Director of the Company for nine and a half years by the forthcoming AGM and, in line with good corporate governance practices, I will be retiring as Chairman and Independent Director of the Board at the forthcoming AGM and will not be seeking re-election. Mr Tan Swee Yiow, upon his re-election, will assume the role of Chairman.

It has been a great privilege to serve on the Board and to work alongside my fellow Directors and the Management team over the past years, and I would like to record my grateful thanks to all of them for their excellent assistance, support and guidance that were accorded to me. I am confident that the Company will continue to make further progress under the capable leadership of the Board and Management.

ACKNOWLEDGEMENTS

On behalf of the Board and Management, I would like to express my sincere appreciation to our shareholders for their continued trust and confidence in the Company. I would also like to thank our valued customers, business partners and staff for their unwavering support and contributions throughout the year. With this continued support, the Group remains well-positioned to build on its strong foundations and pursue sustainable long-term growth in the years ahead.

Koh Poh Tiong

Chairman

22 June 2026

FIVE-YEAR FINANCIAL SUMMARY

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

AS AT 31 MARCH	2026	2025	2024	2023	2022
	\$'000	\$'000	\$'000	\$'000	\$'000
<u>Non-Current Assets</u>					
Investment Property	2,512	2,674	2,836	2,998	3,160
Property, Plant and Equipment	213,036	213,161	212,521	212,411	212,355
Deferred Tax Assets	-	904	8,553	13,019	12,404
Current Assets	1,855,786	1,479,354	1,374,732	1,350,154	1,445,444
Current Liabilities	(138,028)	(82,859)	(72,248)	(102,925)	(59,566)
Non-Current Liabilities	(263,662)	(20,451)	(6,478)	(697)	(131,812)
	1,669,644	1,592,783	1,519,916	1,474,960	1,481,985
Share Capital	631,801	631,801	631,801	631,801	631,801
Reserves	1,037,843	960,982	888,115	843,159	850,184
Total Equity	1,669,644	1,592,783	1,519,916	1,474,960	1,481,985

CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH

Revenue	345,553	549,961	561,956	197,126	288,229
Profit Before Tax	156,570	137,436	82,569	37,478	95,335
Tax Expense	(27,927)	(23,144)	(11,722)	(3,078)	(12,417)
Profit After Tax	128,643	114,292	70,847	34,400	82,918

GROUP FINANCIAL HIGHLIGHTS

FOR THE YEAR ENDED 31 MARCH

	2026 \$'000	2025 \$'000
Revenue	345,553	549,961
Profit Before Tax	156,570	137,436
Profit After Tax	128,643	114,292
Net Dividends paid	-	51,782
Net Dividends (proposed)	56,960	-
Share Capital	631,801	631,801
Total Equity	1,669,644	1,592,783
Net Return on Total Equity	7.70%	7.18%
Earnings Per Ordinary Share		
Basic earnings per share	\$0.50	\$0.44
Diluted earnings per share	\$0.50	\$0.44
Dividends Per Ordinary Share		
Gross	\$0.22	\$0.20
Net	\$0.22	\$0.20
Cover	2.26 times	2.21 times
Net Tangible Assets Per Ordinary Share	\$6.45	\$6.15

FINANCIAL CALENDAR

Financial Year Ended 31 March 2026

Announcement of Half-year Results	5 November 2025
Announcement of Full-year Results	21 May 2026
Annual General Meeting	31 July 2026

Financial Year Ending 31 March 2027

Announcement of Half-year Results	November 2026
Announcement of Full-year Results	May 2027

PROJECTS FOR SALE

Pollen Collection II

A New Vision For Landed Living, Powered By Solar

As the newest addition to the Group's master-planned landed precinct along Ang Mo Kio Avenue 5, Pollen Collection II reflects the Group's continued commitment to creating thoughtfully designed homes that cater to the evolving lifestyles and aspirations of modern multi-generational families.

Designed by award-winning W Architects Pte Ltd, Pollen Collection II comprises a collection of contemporary 4- and 5-level terrace and corner terrace homes with light-filled and airy interiors. Each residence offers more than 4,200 square feet of living space and is thoughtfully planned with five ensuite bedrooms, a study, spacious outdoor terraces, a private glass-door home lift, and generous open-plan living and dining areas with double-volume ceilings. Selected corner terrace units are also fitted with private swimming pools, offering residents an elevated lifestyle experience.



Artist's Impression



Artist's Impression

In line with the Group's focus on future-ready and sustainable living, Pollen Collection II incorporates rooftop solar panels, EV-ready infrastructure with isolator points for future electric vehicle chargers, passive cooling features and smart home features. The homes are also designed to optimise natural ventilation and daylight, enhancing comfort while supporting environmentally conscious living.

Beyond the homes themselves, Pollen Collection II is envisioned as a low-density landed community where families can enjoy a sense of privacy, connection and belonging. Situated near parks, green corridors and lifestyle amenities, and within convenient

DISTRICT 28

SELETAR

99-YEAR LEASEHOLD

186 LANDED HOUSES

access to key growth areas such as Seletar Aerospace Park, Punggol Digital District and Bishan, the development offers residents both tranquillity and excellent connectivity. The development is estimated to obtain TOP in the fourth quarter of 2028.

With its distinctive architecture, future-ready features and enduring appeal, Pollen Collection II continues BSEL's proud legacy of delivering quality landed homes designed for generations to come.

8@BT

A Modern Urban Sanctuary with a Prestigious Bukit Timah Address



Artist's Impression

8@BT is Bukit Sembawang Estates Limited's distinctive residential development located within the vibrant and highly sought-after Bukit Timah precinct. Situated just a 2-minute* walk from Beauty World MRT Station, the development offers residents seamless connectivity to amenities, lifestyle destinations and renowned educational institutions including being within 1-kilometre* of Pei Hwa Presbyterian Primary School, while being surrounded by the lush greenery and heritage charm of Bukit Timah.

Designed by President's Design Award-winning architects, Khoo Peng Beng and Belinda Huang of Arc Studio Architecture + Urbanism Pte Ltd, 8@BT comprises two elegant 20-storey towers with 158 thoughtfully designed residences, ranging from 1- to 4-bedroom units and penthouses. Inspired by Bukit Timah's rich natural and cultural heritage, the development blends contemporary architecture with tropical industrial influences to create a sophisticated urban sanctuary amidst nature.

8@BT further benefits from the ongoing transformation of the Beauty World and Bukit Timah precinct, including the future integrated transport hub, community building and enhanced green corridors. Together with its proximity to reputable schools, lifestyle amenities and key business nodes such as one-north and Jurong Lake District, 8@BT is well-positioned as a future-ready address offering both lifestyle appeal and long-term value.



Artist's Impression

Combining timeless architecture, excellent connectivity and resort-inspired living, 8@BT reflects BSEL's continued commitment to delivering thoughtfully designed homes that cater to the evolving aspirations of modern homeowners. 8@BT is estimated to obtain TOP in the fourth quarter of 2027.

DISTRICT 21

UPPER BUKIT TIMAH

99-YEAR LEASEHOLD

158 RESIDENCES

All distances and travelling times are approximate only.

** Source: onemap.gov.sg*

UPCOMING PROJECTS

Luxus Hills | The Estate (Phase 10)

Held For Generations, A Home Designed with Time in Mind



Luxus Hills | The Estate, is located within the established landed housing enclave nestled amidst the serene and highly sought-after Seletar Hills precinct. Thoughtfully master-planned over multiple phases, the development reflects the Group's enduring commitment to creating quality landed homes designed with timeless appeal, modern functionality and lasting value for generations of homeowners.

Designed with quiet sophistication and architectural elegance, this development features contemporary landed residences characterised by clean lines, generous living spaces and seamless integration with nature. The homes are thoughtfully planned to optimise natural light, ventilation and spatial flow,

creating a calm and welcoming environment for modern family living.

In line with the Group's focus on future-ready and sustainable living, the residences incorporate energy-efficient and environmentally conscious features, including rooftop solar panels, passive cooling design, EV-ready infrastructure and smart home technology. Carefully considered design strategies such as orientation, shading and natural ventilation further enhance comfort and energy efficiency, supporting a greener and more sustainable lifestyle. The development is anticipated to obtain TOP in the third quarter of 2028.

Combining timeless architecture, sustainable design principles and thoughtful spatial planning, Luxus Hills | The Estate continues to embody BSEL's vision of creating distinctive landed communities designed for generations to come.



DISTRICT 28

SELETAR

999-YEAR LEASEHOLD

156 LANDED HOUSES

Pollen Collection

Where Life Flourishes

Pollen Collection is Bukit Sembawang Estates Limited's exclusive landed housing development nestled within the tranquil and highly sought-after Seletar Hills Estate. Thoughtfully master-planned amidst lush greenery and expansive park connectors, the development offers residents a rare balance of serene living and excellent connectivity to key lifestyle, business and educational nodes across Singapore.

Designed by the distinguished W Architects Pte Ltd, recipient of the President's Design Award, Pollen Collection comprises a curated collection of contemporary terrace and semi-detached homes characterised by bold architectural forms, textured facades and naturally bright, airy interiors. The homes are thoughtfully designed with spacious layouts, soaring double-volume living and dining spaces, mezzanine levels and seamless indoor-outdoor integration, creating an elegant environment for modern family living.



Crafted with multi-generational living in mind, each residence features five ensuite bedrooms, generous communal spaces, private glass-door lift and future-ready car porch equipped with isolator points for electric vehicle chargers. Selected corner terrace units are also fitted with private swimming pools, offering residents an elevated level of exclusivity and comfort. The development further incorporates smart home features, solar panels, and passive cooling features that support sustainable and future-ready living.

Located near major expressways and key growth areas such as Seletar Aerospace Park

and the Punggol Digital District, Pollen Collection enjoys strong connectivity while remaining close to nature parks, lifestyle amenities and recreational spaces. Residents can also enjoy convenient access to nearby retail destinations including Greenwich V, AMK Hub, Waterway Point and NEX. The development has obtained TOP in June 2026.

Combining thoughtful design, sustainable living features and timeless landed home appeal, Pollen Collection reflects BSEL's enduring commitment to delivering quality homes designed for generations to come.

DISTRICT 28

SELETAR

99-YEAR LEASEHOLD

132 LANDED HOUSES

OPERATION OF SERVICED APARTMENTS

Fraser Residence Orchard, Singapore

Luxury Serviced Living in the Heart of Orchard Road

Fraser Residence Orchard, Singapore ("FROS") is Bukit Sembawang Estates Limited's luxury serviced residence strategically located within Singapore's prestigious Orchard Road precinct. Developed by the Group and managed by Frasers Hospitality, the development offers discerning long-stay and short-stay guests an exclusive hospitality experience amidst the prime shopping, dining and commercial district of Orchard Road.

Comprising 115 fully furnished serviced apartments, FROS is thoughtfully designed to provide residents with the comfort, privacy and convenience of a luxury home complemented by premium hospitality services. The residences feature elegant interiors, spacious layouts and panoramic views of the city skyline, catering to the needs of corporate travellers, expatriates and families seeking refined urban living.

Residents can enjoy a comprehensive suite of lifestyle facilities, including multiple outdoor swimming pools, a fully equipped



gymnasium, yoga room, sky terraces, dining and relaxation spaces set within lush, landscaped surroundings. Its prime location also offers excellent accessibility to Orchard Road's world-class retail, dining and entertainment offerings, while remaining within close proximity to Singapore's key business districts.

Recognised internationally for its quality and service excellence, FROS was awarded the title of World's Leading Serviced Apartments at the World Travel Awards in both 2020 and 2021. The development continues to reinforce BSEL's commitment to delivering premium quality properties that combine timeless design, functionality and enduring value.

DISTRICT 9
ORCHARD
FREEHOLD
115 ROOMS



AWARDS & ACCOLADES 2021 – 2025

2025

★ AWARDEE	★ AWARD NAME	★ TITLE WON
Pollen Collection	EdgeProp Excellence Awards	Top Selling Landed Project
8@BT	EdgeProp Excellence Awards	Top Development
Bukit Sembawang Estates Limited	Hubexo Asia Awards	Top 10 Developers Award

2024

★ AWARDEE	★ AWARD NAME	★ TITLE WON
Bukit Sembawang Estates Limited	BCI Asia Awards	BCI Asia Top 10 Developers Award 2024
Pollen Collection	EdgeProp Excellence Awards	Top Selling Landed Project
Fraser Residence Orchard, Singapore	Luxury Lifestyle Awards	2024 Top 100 Sustainable Hotels & Resorts of the World

2023

★ AWARDEE	★ AWARD NAME	★ TITLE WON
Bukit Sembawang Estates Limited	BCI Asia Awards	BCI Asia Top 10 Developers Award 2023
Bukit Sembawang Estates Limited	PropertyGuru Asia Property Awards	Best Landed Developer
Bukit Sembawang Estates Limited	PropertyGuru Asia Property Awards	Special Recognition in ESG
Pollen Collection	PropertyGuru Asia Property Awards Grand Final	Best Housing Development (Singapore)
Pollen Collection	PropertyGuru Asia Property Awards	Best Landed Housing Development
Pollen Collection	BCA Green Mark Award	Gold

2022

★ AWARDEE	★ AWARD NAME	★ TITLE WON
LIV @ MB	EdgeProp Excellence Awards	Design Excellence Award
LIV @ MB	EdgeProp Excellence Awards	Marketing Excellence Award
LIV @ MB	EdgeProp Excellence Awards	Showflat Excellence Award
LIV @ MB	PropertyGuru Asia Property Awards Grand Final	Best Condo Interior Design (Singapore)
LIV @ MB	PropertyGuru Asia Property Awards	Best Premium Condo Development
LIV @ MB	PropertyGuru Asia Property Awards	Best Premium Condo Interior Design
LIV @ MB	BCA Green Mark Award	Gold ^{PLUS}
The Atelier	BCA Green Mark Award	Gold ^{PLUS}

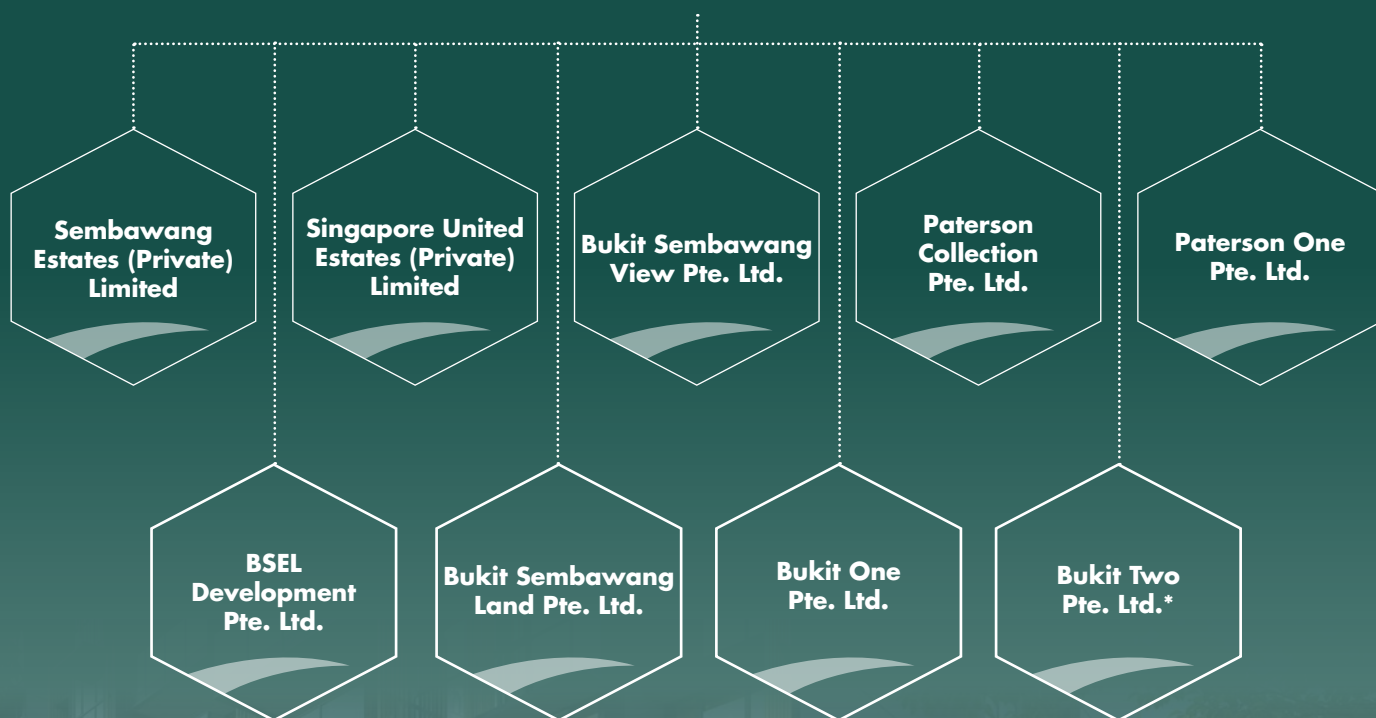
2021

★ AWARDEE	★ AWARD NAME	★ TITLE WON
8 St Thomas	FIABCI World Prix d'Excellence Awards	World Silver Winner - Residential (High Rise) Category
Fraser Residence Orchard, Singapore	World Travel Awards	World's Leading Serviced Apartments 2021
Nim Collection	PropertyGuru Asia Property Awards Grand Final	Best Housing Development (Singapore)
Nim Collection	PropertyGuru Asia Property Awards	Best Landed Housing Development
The Atelier	PropertyGuru Asia Property Awards	Highly Commended - Best Luxury Condo Development

GROUP STRUCTURE



BUKIT SEMBAWANG ESTATES LIMITED INVESTMENT HOLDING



All companies are incorporated in Singapore.

**Dormant as of date.*

BOARD OF DIRECTORS

Mr Koh Poh Tiong

Chairman and Independent Director

Mr Koh Poh Tiong was appointed to the Board as an Independent Director on 1 February 2017, and thereafter appointed Independent Non-Executive Chairman of the Board on 4 August 2017. Mr Koh also chairs the Nominating Committee and Remuneration Committee, and is a member of the Audit and Risk Management Committee and Project Development Committee.

Mr Koh currently serves as Chairman of Fraser and Neave, Limited, and is a member of the Executive Committee of Thai Beverage Public Company Limited. He is also Chairman of BeerCo Limited, Times Publishing Limited, Saigon Beer-Alcohol-Beverage Corporation and Asian BevFood Pte Ltd. In addition, he holds directorships in Asia Breweries Limited, Cambodia Breweries Pte Ltd, Apex Equity Group Pte Ltd, Aurora Bloom Capital Pte Ltd, Capital Prosperity Venture Pte Ltd, Honor Harmony Holding Group Pte Ltd, Opulent Business Solutions Pte Ltd, Plenty Max Property Holdings Pte Ltd, Prospera Investing Ventures Pte Ltd, Stellar Asset Investment Pte Ltd, Timeless Treasure Investing Pte Ltd, Trendy Prosperity Holding Pte Ltd and Genesis Prime Asset Pte Ltd.

Previously, Mr Koh served as Chairman of the National Kidney Foundation and Singapore Kindness Movement. He was also Senior Adviser and Director of Raffles Medical Group Limited, and a Director of Delfi Limited, Great Eastern Life Assurance (Malaysia) Berhad and Great Eastern General Insurance (Malaysia) Berhad.

Mr Koh holds a Bachelor of Science degree from the University of Singapore.

Date of first appointment as a Director:

1 February 2017

Date of last re-election as a Director:

26 July 2024

Mr Ong Sim Ho

Independent Director

Mr Ong Sim Ho was appointed to the Board of our Company on 5 August 2019 as an Independent Director. He also chairs the Audit and Risk Management Committee and is a member of the Nominating Committee, Remuneration Committee and Project Development Committee.

Mr Ong is presently Deputy Chief Executive Officer of Drew & Napier LLC.

Mr Ong is a barrister of England and Wales, called by Lincoln's Inn, and an Advocate and Solicitor of the Supreme Court of Singapore. He is also a Fellow Chartered Accountant in Singapore, and a member of the Singapore Institute of Directors, as well as an Accredited Tax Advisor for Income Tax and GST of the Singapore Chartered Tax Professionals.

Mr Ong is also an Independent Director of Haw Par Corporation Limited.

Date of first appointment as a Director:

5 August 2019

Date of last re-election as a Director:

26 July 2024

BOARD OF DIRECTORS

Mr Tan Swee Yiow

Independent Director

Mr Tan Swee Yiow was appointed to the Board of our Company on 9 January 2024 as an Independent Director. He is also a member of the Audit and Risk Management Committee, Nominating Committee, Remuneration Committee and Project Development Committee.

Mr Tan is currently the Chairman of the Board of Keppel REIT Management Limited, President of the Real Estate Developers' Association of Singapore as well as Honorary Advisor of the Singapore Green Building Council. He also serves as a member of the Workplace Safety and Health Council and chairs its Construction and Landscape Committee.

He was previously the Senior Managing Director of Real Estate at Keppel Ltd, Chief Executive Officer of Keppel Land Limited and Director of the World Green Building Council Board.

Mr Tan holds a Bachelor of Science degree (First Class Honours) in Estate Management from the National University of Singapore and a Master of Business Administration degree in Accountancy from the Nanyang Technological University.

Date of first appointment as a Director:

9 January 2024

Date of last re-election as a Director:

26 July 2024

Mr Lee Chien Shih

Non-Executive Director

Mr Lee Chien Shih was appointed as a Non-Executive Director to the Board on 1 October 1999 and is also a member of the Nominating Committee, Remuneration Committee and Project Development Committee.

Mr Lee is a Director of Lee Rubber Company (Pte) Limited, Lee Latex (Pte) Limited, Lee Foundation, Singapore and Lee Foundation, States of Malaya. He holds an MBBS from the National University of Singapore.

Date of first appointment as a Director:

1 October 1999

Date of last re-election as a Director:

28 July 2025

Ms Fam Lee San

Non-Executive Director

Ms Fam Lee San was appointed as a Non-Executive Director of the Company on 25 July 2014, and is a member of the Audit and Risk Management Committee.

Ms Fam is currently the Chief Financial Officer of Kallang Development (Pte) Limited, a subsidiary of Lee Rubber Company (Pte) Limited, as well as a Director of various companies in the Lee Rubber Group.

Ms Fam holds a Bachelor of Accountancy degree from the National University of Singapore and is a member of the Institute of Singapore Chartered Accountants. She is a Chartered Accountant of Singapore.

Date of first appointment as a Director:

25 July 2014

Date of last re-election as a Director:

28 July 2025

Mr Chu Leong Tho

Alternate Director to Ms Fam Lee San

Mr Chu Leong Tho was appointed as an Alternate Director to Ms Fam Lee San on 28 March 2023.

Mr Chu is currently an Executive Director of SE Alliance Management Pte Ltd and is a Director of Kallang Development (Pte) Limited, a subsidiary of Lee Rubber Company (Pte) Limited, as well as a Director of various companies in the Lee Rubber Group. He has more than 35 years of experience in the real estate industry, mainly in business development and property fund management.

Mr Chu holds a Master of Business Administration degree from University of Dubuque USA and a Bachelor of Science (Estate Management) degree from the National University of Singapore. He is a Key Executive Officer of Licensed Estate Agent (SE Alliance Management Pte Ltd) under Council Estate Agencies. He is also a member of the Singapore Institute of Surveyors and Valuers.

Date of first appointment as an Alternate Director:

28 March 2023

KEY MANAGEMENT

Mr Chng Kiong Huat

Mr Chng Kiong Huat was appointed as the Chief Executive Officer of the Group on 1 October 2022. Prior to his current appointment, he had served on the Board as a Non-Executive Director from 24 July 2015 and subsequently stepped down as a Director of the Company on 3 February 2023 to focus on the management and operational needs of the Group's property development business in Singapore.

Mr Chng was an Executive Director of Kallang Development (Pte) Limited. Prior to joining Kallang Development, he was Executive Director of the Property Services Division at Far East Organization overseeing the Product Development, Project Management, Estates Management, Customer Service and Central Engineering Departments. He was also formerly a Director of FEO Hospitality Asset Management Pte. Ltd. (as manager of Far East Hospitality Trust).

Mr Chng is experienced in property development, product development, project management, property sales, property leasing, property management, and customer management. With 35 years of experience in the real estate industry, he has overseen and managed the development of numerous landed and high-rise residential buildings, serviced apartments, hotels, office buildings, shopping complexes, industrial buildings, and medically themed integrated mixed developments.

Mr Chng holds a Bachelor of Arts (Architecture Studies) degree and a Bachelor of Architecture (Hons) degree from the National University of Singapore, a Bachelor of Laws (Hons) degree from the University of London and a Master of Laws in International Corporate and Commercial Law (Merit) degree from King's College London. In 2008, he attended the inaugural SMU-BCA Advanced Management Programme conducted by the Singapore Management University and in 2012, he attended the Stanford Executive Program at Stanford University USA. He is a registered architect with the Board of Architects Singapore.

Ms Yvonne Yan Yim Fong

Ms Yvonne Yan holds the position of Assistant General Manager. She joined the Group in 2024. She is responsible for the Group's development and investment projects and concurrently heads the Project Management Department with oversight of the Property Management Department and Marketing & Sales Department. She has more than 25 years of experience in architecture, project management and property development.

Ms Yan holds a Bachelor of Architecture degree and a Bachelor of Built Environment (Architectural Studies) with Distinction degree from the Queensland University of Technology (Australia). She is a registered architect with the Board of Architects Singapore, and a Registered Inspector (Arch) with the Singapore Civil Defence Force.

Ms Jacqueline Chang Poh Nah

Ms Jacqueline Chang holds the position of Financial Controller. She joined the Group in 2014. She is responsible for the Group's finance, accounting and tax matters. She has more than 25 years of experience in finance and accounting.

Ms Chang is a graduate of the Association of Chartered Certified Accountants. She is a Fellow Chartered Accountant of Singapore and member of the Institute of Singapore Chartered Accountants.

Ms Cheryl Huan Lay Cheng

Ms Cheryl Huan holds the position of Head of Marketing & Sales. She joined the Group in 2025 and is responsible for the marketing and sales of the Group's properties, public relations, and corporate communications.

Ms Huan brings with her more than 30 years of experience in the real estate industry, spanning across sales, leasing, marketing, operations, and product development. Her broad expertise extends across residential, office, industrial, and medical suite properties.

Ms Huan holds a Bachelor of Science (Real Estate) degree and a Master of Science (Real Estate) degree from National University of Singapore.

Mr Michael Chan Lim Huat

Mr Michael Chan holds the position of Head of Property Management. He joined the Group in 2020. He is responsible for the maintenance and management of the Group's development and investment properties. He has more than 15 years of experience in construction, property management and property development.

Mr Chan holds a Diploma in Manufacturing Engineering from Singapore Polytechnic.

DIRECTORATE & OTHER CORPORATE INFORMATION

Directors

Koh Poh Tiong (*Chairman, Independent*)
Ong Sim Ho (*Independent*)
Tan Swee Yiow (*Independent*)
Lee Chien Shih (*Non-Executive*)
Fam Lee San (*Non-Executive*)
Chu Leong Tho (*Alternate Director to Fam Lee San*)

Audit and Risk Management Committee

Ong Sim Ho (*Chairman*)
Koh Poh Tiong
Fam Lee San
Tan Swee Yiow

Nominating Committee

Koh Poh Tiong (*Chairman*)
Lee Chien Shih
Ong Sim Ho
Tan Swee Yiow

Remuneration Committee

Koh Poh Tiong (*Chairman*)
Lee Chien Shih
Ong Sim Ho
Tan Swee Yiow

Project Development Committee

Chng Kiong Huat (*Chairman*)
Koh Poh Tiong
Ong Sim Ho
Lee Chien Shih
Tan Swee Yiow

Company Secretary

Lotus Isabella Lim Mei Hua

Registered Office

2 Bukit Merah Central
#13-01
Singapore 159835
Telephone : +65 6890 0333
Facsimile : +65 6536 1858
Website : bsel.sg
Email Address : bsel@bukitsembawang.sg

Company Registration Number

196700177M

Auditor

Deloitte & Touche LLP
Public Accountants and Chartered Accountants
6 Shenton Way, OUE Downtown 2 #33-00
Singapore 068809
Partner in charge : Lee Kang Lin
(With effect from financial year ended 31 March 2026)

Share Registrar

B.A.C.S Private Limited
77 Robinson Road #06-03
Robinson 77
Singapore 068896
Telephone : +65 6593 4848

Bankers

CIMB Bank Berhad
DBS Bank Ltd
Malayan Banking Berhad
Oversea-Chinese Banking Corporation Limited
The Hongkong and Shanghai Banking Corporation Limited
United Overseas Bank Limited



CORPORATE GOVERNANCE REPORT

The Board of Directors of Bukit Sembawang Estates Limited ("**Company**") is committed to ensure good standards of corporate governance are practised throughout the Company and its subsidiaries (the "**Group**") as a fundamental part of its responsibilities to protect and enhance shareholder value as well as to enhance corporate performance and accountability.

The Board recognises the need to keep balance with accountability in creating and preserving shareholder value and achieving its corporate vision for the Company and the Group. This Report describes the corporate governance practices and activities of the Group for the financial year ended 31 March 2026 with specific references made in relation to each of the principles of the Code of Corporate Governance 2018 ("**Code**"). During the financial year, the Group has adhered to the principles and guidelines as set out in the Code. Explanations are provided where there are deviations from the Code.

BOARD MATTERS

THE BOARD'S CONDUCT OF AFFAIRS

Principle 1 – *The Company is headed by an effective Board which is collectively responsible and works with Management for long-term success of the Company.*

The Board holds meetings on a regular basis throughout the year to approve the Group's key strategic plans as well as major investments, disposals and funding decisions. The Board is also responsible for the overall corporate governance of the Group.

The principal functions of the Board include the following:

1. Set long-term strategic objectives, monitor the progress towards achieving these goals, and ensure that the necessary financial and human resources are in place for the Company to meet its objectives;
2. Oversee the establishment and operation of an enterprise risk management framework and the review of the adequacy and effectiveness of the Company's risk management and internal control systems, including safeguarding shareholders' interests and the Company's assets;
3. Establish with Management the strategies and financial objectives to be implemented and monitor the performance of Management;
4. Identify the key stakeholder groups to understand and consider their key focus areas;
5. Set the Company's culture and ethical standards; and
6. Consider sustainability issues, including environmental, social and governance factors, when formulating the Company's strategies.

All Directors objectively discharge their duties and responsibilities at all times as fiduciaries in the interests of the Company. The Board also sets appropriate tone from the top and the desired organisational culture, in areas of code of conduct and ethics, and ensures proper accountability within the Company. All Directors objectively discharge their duties and responsibilities, act in good faith and act in the best interests of the Group at all times.

The Board objectively makes decisions in the best interests of the Group. The Board has clear policies and procedures for dealing with conflicts of interest. Where the director faces a conflict of interest, he or she discloses and recuses himself or herself from meetings and decisions involving the issue. Directors are subjected to an annual declaration of conflict of interest.

CORPORATE GOVERNANCE REPORT

To assist the Board in the execution of its responsibilities, the Board is supported by four (4) sub-committees namely, the Audit and Risk Management, Nominating, Remuneration and Project Development Committees (collectively, the **“Board Committees”**), the details of which are set out below. These Board Committees have been formed with written Terms of Reference which clearly set out its objectives, scope of duties and responsibilities, rules and regulations, and procedures governing the manner in which each Committee operates and how decisions are to be taken, assist the Board in carrying out and discharging its duties and responsibilities efficiently and effectively. The Audit and Risk Management, Nominating and Remuneration Board Committees are each chaired by an Independent Director. The Project Development Committee is chaired by the Chief Executive Officer, with considerable expertise and knowledge of the real estate and construction industry.

The Board Committees play an important role in ensuring good corporate governance in the Company and within the Group. Nonetheless, the ultimate responsibility for the final decision on all matters lies with the entire Board.

Matters Requiring Board Approval

The Board has identified a number of areas for which the Board has direct responsibility for decision making. Interested Person Transactions (**“IPT”**) and the Group’s internal control procedures are also reviewed by the Board.

The Board also meets to consider the following corporate matters that require Board’s review and approval:

- Results Announcements;
- Annual Reports and Year-end Financial Statements;
- Convening of Shareholders’ Meetings;
- Corporate Strategies;
- Material Acquisitions and Disposal of Assets;
- Annual Business Plan and Annual Budget;
- Reports of the Board Committees;
- Conflict of Interest and IPT Register;
- Disclosure of Directors’ interests pursuant to Sections 156/165 of the Companies Act 1967;
- Board Assurance Framework;
- Corporate or Financial Restructuring; and
- Major Investments, Divestments, and Funding Decisions.

A formal Delegation of Authority document, setting approval delegations from the Board to Management, is in place and was approved by the Board.

The Board is accountable to shareholders while Management is accountable to the Board. The Group has in place financial authorisation limits for operating and capital budgets, procurement of goods and services, and cheque signatory arrangements. Approval sub-limits are also provided at Management level to facilitate operational efficiency.

Internal guidelines have been established which require all Board members who have a conflict of interest in a particular agenda item to abstain from participating in the relevant Board discussion.

The Board conducts regular scheduled meetings and meets at least four times a year, with additional meetings convened as and when necessary. The Board and Board Committees may also make decisions through circulating resolutions. The attendance of the Directors at meetings of the Board and Board Committees, as well as the frequency of such meetings, is disclosed in this Report.

Directors’ Training and Induction

All Directors are updated regularly concerning any changes in the Company’s policies, risks management, key changes in the relevant laws, regulations, regulatory requirements, and accounting standards. The Company also provides ongoing education on Board processes, governance, and best practices.

CORPORATE GOVERNANCE REPORT

At the request of Directors, the Company will arrange and fund Directors' participation at industry conferences, seminars or any training programme in connection with their duties as Directors of the Company and on changes in the relevant new laws and regulations and changing commercial risks to enable them to make well-informed decisions. The Company Secretary will also bring to the Directors' attention, information on conferences and seminars that may be of relevance or use to them. Induction and orientation are provided to new Directors. Detailed information on the Company is made available to new Directors.

Newly appointed Directors with no prior experience as a Director of a listed issuer on the Singapore Stock Exchange will undergo training in the roles and responsibilities of a Director of a listed issuer as prescribed by the Exchange. Upon appointment, the Company will provide each newly appointed Director with a formal letter and will undergo an orientation programme where they will receive a briefing by senior management on the business activities of the Group and its strategic directions, relevant information on the Company's policies and procedures as well as their duties and responsibilities as Directors to ensure that newly appointed Directors are familiar with the Group's business and governance practices. The Company will also provide training in areas such as accounting, legal and industry-specific knowledge as appropriate for Directors who have no prior experience as a Director of a listed company.

In order to ensure that the Board is able to fulfil its responsibilities, Management provides the Board members with quarterly operational, financial and budget reports together with other management statements. Analysts' reports on the Company are forwarded to the Directors on an ongoing basis, as and when available. The Directors are provided with the phone numbers and particulars of the Company's senior management and Company Secretary to facilitate access.

All Directors have unrestricted access to the Company's records and information and receive detailed financial and operational reports from Management to enable them to carry out their duties. Directors may also liaise with Management to seek additional information if required. Directors may, at any time, in the furtherance of their duties, request independent professional advice at the Company's expense.

The Company Secretary attends all Board meetings and assists the Chairman in ensuring that the Board procedures, applicable rules and regulations are followed. The Company Secretary is also responsible for communicating changes in listing rules or other regulations affecting corporate governance and compliance where applicable, to the Board and the Company.

The Company's Constitution provides for the Directors to participate in the meetings of the Board and Board Committees by means of telephonic conference or in such manner as the Board may determine to facilitate Board participation.

BOARD COMPOSITION AND GUIDANCE

Principle 2 – *The Board has an appropriate level of independence and diversity of thought and background in its composition to enable it to make decisions in the best interests of the Company.*

The Board currently comprises five Non-Executive Directors, of whom three are Independent, and two are Non-Independent as well as an Alternate Non-Independent Director. The Chairman of the Board, Mr Koh Poh Tiong, is an Independent Non-Executive Director.

The independence of each Director is reviewed annually by the Nominating Committee in accordance with the Code's definition of independence to ensure that the Board is capable of exercising objective judgment on the corporate affairs of the Group. The Nominating Committee has reviewed the "Confirmation of Independence" forms completed by each Independent Director and is of the view that the three Independent Directors are independent in accordance with the definition of independence in the Code and the Listing Rule 210 (5)(d)(i) and (ii). The Independent Directors have confirmed that they do not have any relationship with the Company, its related companies, its officers or its substantial shareholders that could interfere, or be reasonably perceived to interfere, with the exercise of the Director's independent business judgment. The appointment of each Director is based on his stature, calibre, knowledge, skills, experience and potential contribution to the Company and its businesses. Our current Directors are respected individuals with diverse expertise and a good track record in their respective fields.

CORPORATE GOVERNANCE REPORT

The Nominating Committee and the Board also apply the same standards as set out above in their consideration of any alternate Director to be appointed by any existing non-executive Board member. Independent Directors are not allowed to appoint an alternate director. The Nominating Committee and Board members have carried out a rigorous review of the current Alternate Director of the Company, Mr Chu Leong Tho, and are of the view that he has the necessary qualifications and experience to carry out his duties as an Alternate Director in the Company.

The Board members participate actively during Board meetings, constructively challenge and help develop proposals on strategy, review the performance of Management in achieving the agreed goals and objectives, and monitor the performance of the Company. They also meet without the presence of the Management so as to facilitate a more effective check on Management.

The Nominating Committee is of the view that the current Board is capable of providing the necessary expertise to meet the Board's objectives and that no individual or small group of individuals dominates the Board's decision-making process.

The Board is of the view that the current Board size of five Directors is appropriate, taking into account the nature and scope of the Company's operations. Nonetheless, where necessary, the Board will review its current size to ensure that it is appropriate and effective to facilitate decision making, taking into account the nature and scope of the Company's operations.

Board Diversity

The Company has in place a Board Diversity Policy which sets out framework for promoting diversity on the Board. The Company believes in diversity and values the benefits that diversity can bring to its Board. Diversity promotes the inclusion of different perspectives and ideas, mitigates groupthink and ensures that the Company has the opportunity to benefit from all available talent.

The Company seeks to maintain a Board which comprises talented and dedicated Directors with an appropriate balanced mix of diverse but complementary skills, competencies, knowledge, backgrounds (including age and gender), experience and expertise on its Board, that will prevent groupthink while allowing for effective collaboration and contribution in the Board's activities.

The Board comprises Directors with a diverse mix of backgrounds, bringing with them skills and expertise in strategic planning, business management, investment and entrepreneurship across various industries such as finance, legal, and others. All of our Directors have served as directors in companies elsewhere with a diverse range of activities and bring with them complementary experiences.

The skills and background collectively represented on the Board reflect the diverse nature and complexity of the business environment in which the Company operates.

Diversity Targets and Progress in FY2026

Skills Diversity	
Target	Maintain a Board with diverse mix of backgrounds, skills and leadership across various industries.
Progress	As at 31 March 2026, this target is met. The Company has a Board with diverse mix of backgrounds, skills and leadership across various industries.
Gender Diversity	
Target	At least 20% female representation on the Board.
Progress	As at 31 March 2026, this target is met. The Company has five directors of which one is a female. Ms Fam Lee San was appointed a Non-Executive Director of the Company in July 2014. The Board continues to maintain its target of at least 20% female representation on the Board.

CORPORATE GOVERNANCE REPORT

Board Independence	
Target	At least one-third of the Board to be independent.
Progress	As at 31 March 2026, this target is met. More than half of the board members are Independent Non-Executive Directors, with three out of the five board members being independent non-executive directors.
Age Diversity	
Target	Age diversity with board members with ages ranging from fifties to seventies.
Progress	As at 31 March 2026, this target is met. Two directors are in the fifties, two in the sixties and one over seventy in age.

Mr Lee Chien Shih was appointed as a Non-Executive Director to the Board on 1 October 1999. Mr Lee is a Director of Lee Rubber Company (Pte) Limited, Lee Latex (Pte) Limited, Lee Foundation Singapore and Lee Foundation, States of Malaya. He holds an MBBS from the National University of Singapore. The Company continues to benefit from Mr Lee's contributions in terms of improved and robust discussion and decision-making at the Board. Ms Fam Lee San was appointed as an Alternate Director in October 2012, and was thereafter appointed as a Non-Executive Director of the Company in July 2014. Mr Koh Poh Tiong was appointed as an Independent Non-Executive Director of the Company in February 2017 and thereafter, as Chairman of the Board in August 2017. Mr Koh brings with him many years of experience as a Director of other public listed companies as well as private companies and organisations in a wide variety of industries and sectors. In August 2019, the Board appointed an additional Independent Non-Executive Director, Mr Ong Sim Ho. Mr Ong is an experienced tax and corporate lawyer at Drew & Napier LLC. In March 2023, Mr Chu Leong Tho was appointed an Alternate Director to Ms Fam Lee San. Mr Chu has more than 35 years of experience in real estate (with developers as well as funds) covering various markets in Asia including China, Hong Kong, Japan, South Korea, Malaysia, Singapore and Australia. The Board appointed an additional Independent Non-Executive Director, Mr Tan Swee Yiow in January 2024. Mr Tan is currently the Chairman of the Board of Keppel REIT Management Limited as well as Honorary Advisor of the Singapore Green Building Council. He also serves as a member of the Workplace Safety and Health Council and chairs its Construction and Landscape Committee. He is also the President of the Real Estate Developers' Association of Singapore. These appointments have enhanced the Board's diversity in terms of gender, skill set, experience, expertise, age and perspectives to support the long-term success of the Company.

The Non-Executive Directors, including the Independent Directors continue to participate actively at Board meetings, assist in conceptualisation of new developments, and constructively challenge and review the performance of Management in achieving agreed upon targets and goals.

Taking into account the Company's business environment, current plans and future strategy, and the background, capabilities and other attributes of our Directors as elaborated above, the Nominating Committee has assessed the current level of diversity on the Board to be satisfactory. The Nominating Committee is additionally of the view that the composition of the Board is well-balanced for the Group's current operations. The Company will, where assessed to be necessary, source for additional female candidates for appointment to the Board. Accordingly, the current plan for achieving the targets in the paragraphs above is to monitor and assess, alongside developments in the Group's operations, whether the current Board composition presents a satisfactory level of diversity and allows for effective collaboration between and contribution by the Directors. The Company takes the approach that maintaining a satisfactory level of diversity is an ongoing commitment, and targets and progress must be continuously assessed against the Group's evolving operations.

While the Company's Constitution allows for the appointment of a maximum of 15 Directors, the Board is of the view that the current Board size with their experience and expertise is appropriate, taking into account the nature and scope of the Group's operations. The Nominating Committee assesses the effectiveness of the Board as a whole and the contribution of each Director annually.

The names of the Directors in office are set out in the Directors' Statement. Particulars of their direct and indirect interests in the Company's shares are set out in the Directors' Statement.

CORPORATE GOVERNANCE REPORT

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

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

The positions of Chairman and Chief Executive Officer are held by separate persons. This is to ensure that there is an appropriate balance of power and authority with clear divisions of responsibility and accountability. Such separation of roles between the Chairman and Chief Executive Officer promotes robust deliberation. The Chairman ensures that the Directors receive accurate, clear, and timely information, encourages constructive relations between Board and Management, as well as among Board members, ensures effective communication with shareholders and promotes high standards of corporate governance.

The Chairman, Mr Koh Poh Tiong, is an Independent Director. Mr Chng Kiong Huat is the Chief Executive Officer ("**CEO**").

The CEO bears executive responsibility for the Group's main property business, while the Chairman bears responsibility for the workings of the Board. The Chairman and the CEO are not related.

The Chairman encourages constructive discussions among members of the Board, and between the Board and Management, and facilitates contributions from the Non-Executive Directors. The Chairman ensures that Board meetings are held when necessary and sets the Board meeting agenda in consultation with the Company Secretary. The Chairman reviews Board papers before they are presented to the Board and ensures that Board members are provided with complete, adequate and timely information. As a general rule, Board papers are sent to Directors at least a week in advance in order for Directors to be adequately prepared for the meeting.

The Company is not required to appoint a Lead Independent Director as the Chairman is an Independent Non-Executive Director.

There were no dissenting views on the Chairman's statement to the Shareholders for the financial year under review.

BOARD MEMBERSHIP

Principle 4 – *The Board has a formal and transparent process for the appointment and re-appointment of directors, taking into account the need for progressive renewal of the Board.*

BOARD PERFORMANCE

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

Nominating Committee ("**NC**")

The NC comprises four Non-Executive Directors, the majority of whom, including the NC Chairman, are independent:

Mr Koh Poh Tiong (Chairman)
Mr Lee Chien Shih
Mr Ong Sim Ho
Mr Tan Swee Yiow

CORPORATE GOVERNANCE REPORT

The NC's written Terms of Reference are approved and subject to periodic review by the Board. The Terms of Reference of the NC include:

1. Recommend to the Board on all Board and Board Committees appointments and re-nominations, including recommending the Chairman for the Board and for each Board Committee;
2. Engage in succession planning for the positions of Chairman, Directors and senior executives;
3. Determine annually, and as and when circumstances require, if a Director is independent and whether he is able to carry out his duties as a Director and make its recommendations to the Board;
4. Assess annually the effectiveness of the Board as a whole, its Board Committees, and the contribution by each individual Director to the effectiveness of the Board; and
5. Recommend to the Board on relevant matters relating to the review of training and professional development programs for the Board.

In the nomination and selection process, the NC reviews the composition of the Board by taking into consideration the mix of expertise, skills and attributes of existing Board members to identify desirable competencies for a particular appointment. In so doing, it will source for candidates who possess the experience, core competency, industry knowledge and general ability that will contribute to the Board's proceedings and the strategic business areas of the Group. Newly appointed Directors are, however, required to submit themselves for re-election at the next AGM of the Company.

The selection of candidates for new appointments to the Board as part of the Board's renewal process will also depend on factors such as the current and mid-term needs, goals of the Company and the nature and size of the Group's operations. The Board also considers the specific needs of the Board as well as the skill sets and competencies of potential candidates.

We believe that Board renewal must be an ongoing process, to both ensure good governance and maintain relevance to the changing needs of the Company and business. Our Constitution requires at least one-third of our Directors to retire and subject themselves to re-election by shareholders at every AGM and no Director stays in office for more than three years without being re-elected by shareholders.

A retiring Director shall be eligible for re-election. In recommending that a Director be nominated for re-election, the NC assesses each candidate's suitability for re-appointment prior to making its recommendation, carefully taking into consideration factors such as the Director's record of attendance and participation, his/her candour, performance and overall contribution to the Board and the Group, as well as his/her ability to adequately carry out the duties expected while performing his/her roles in other companies or in other appointments. Each member of the NC will abstain from voting on any resolution and making any resolutions and/or participating in any deliberations of the NC in respect of the assessment of his performance or nomination for re-election as a Director.

The NC evaluates the Board's performance as a whole, its Board Committees, and the contributions of individual Directors to the effectiveness of the Board. The assessment criteria adopted include both a quantitative and qualitative evaluation. The qualitative criteria for assessing the Board's collective performance include Board size and composition, access to information, processes and accountability, and Board Committees' performance in relation to discharging their responsibilities set out in their respective Terms of Reference, while the quantitative assessment criteria include net profit, return on equity, earnings per share, dividend per share and pay-out ratio, allowing for comparison against industry peers. The assessment criteria for individual Directors include factors such as Director's attendance, preparedness for meetings, participation level and contribution at meetings, analytical skills, knowledge/insight and strategic planning as well as overall contribution to the Board and the Board Committees, as appropriate.

The three Independent Directors currently represent more than half of the Board. The independence of each Director is reviewed annually by the NC. The NC, in reviewing the independence of each Director, takes into account the provisions in the Listing Manual of the Singapore Exchange Securities Trading Limited ("**SGX-ST**") and the Code relating to what constitutes an Independent Director. A Director is required to inform the NC of any relationships or circumstances which arise that are likely to affect, or could appear to affect, his independence. The Board, after taking into consideration the NC's review of the independence of each Director for this financial year, is of the view that Mr Koh Poh Tiong, Mr Ong Sim Ho and Mr Tan Swee Yiow are Independent Directors, and that no individual or group of individuals dominate the Board's decision-making process. Each Director abstained from all deliberations by the NC and the Board on their own respective independence.

CORPORATE GOVERNANCE REPORT

When a Director serves on multiple Boards, that Director is required to ensure that sufficient time and effort is allocated to the affairs of the Company with assistance from Management, which provides complete and timely information on a regular basis for effective discharge of the Director's duties as well as a comprehensive schedule of events drawn up in consultation with the relevant Director. Although some of the Board members have multiple board representations and other principal commitments, the NC is satisfied that the Directors have devoted sufficient time and attention to the Group. The Board does not see any reason to set the maximum number of listed board representations that any Director may hold as all the Directors are able to devote themselves to the Company's affairs in light of their other commitments. Accordingly, the Board has not set a maximum number of other listed Company Directorships which a Director may concurrently hold.

At present, new Directors are appointed by way of a Board resolution, upon NC's interview and approval of their appointments.

At the forthcoming AGM, Mr Ong Sim Ho and Mr Tan Swee Yiow will be retiring by rotation pursuant to Regulation 94 of the Company's Constitution.

The NC has reviewed and is satisfied with their contribution and performance of the Directors standing for re-election and is satisfied that they have continued to discharge their duties effectively. The NC has accordingly endorsed their nominations for re-election.

Mr Ong Sim Ho and Mr Tan Swee Yiow, being eligible and having given their consents, will be seeking re-election at the forthcoming AGM.

Mr Koh Poh Tiong, having been a Director of the Company for a tenure of nine and a half years by the forthcoming AGM, in line with good corporate governance practice, will retire and will not be seeking re-election as a Director of the Company at the forthcoming AGM.

Upon his retirement, Mr Koh Poh Tiong will cease as Chairman of the Board, NC and Remuneration Committee, as well as a member of the Audit and Risk Management Committee and Project Development Committee.

Upon his re-election, Mr Tan Swee Yiow will succeed Mr Koh Poh Tiong as Chairman of the Board.

Mr Chu Leong Tho was appointed as an Alternate Director to Ms Fam Lee San. The NC notes the Code's practice guidance which provides that alternate directors should be appointed in exceptional cases. The NC and the Board will review the period and circumstances for the appointment of alternate directors where necessary. Having considered the expertise and experience of Mr Chu Leong Tho, the NC and the Board are of the view that Mr Chu Leong Tho is appropriately appointed. An alternate director bears all duties and responsibilities borne by and is subject to the same rules and procedures as the Principal Directors of the Company.

Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST, the information set out in Appendix 7.4.1 relating to the above Directors standing for re-election at the forthcoming AGM is disclosed on pages 39 to 44 of this Annual Report.

Directors' Attendance at Board and Committee Meetings from 1 April 2025 to 31 March 2026					
	Board	Audit and Risk Management Committee	Remuneration Committee	Nominating Committee	Project Development Committee
Number of Meetings Held	4	2	1	1	4
Mr Koh Poh Tiong	4	2	1	1	4
Mr Lee Chien Shih	4	2 [#]	1	1	4
Ms Fam Lee San	4	2	1 [#]	1 [#]	4 [#]
Mr Ong Sim Ho	3 [^]	1 [^]	0 [^]	0 [^]	3 [^]
Mr Tan Swee Yiow	4	2	1	1	4

[#] Attendance by invitation.

[^] Mr Ong was absent for the Board, Audit and Risk Management, Remuneration, Nominating and Project Development Committee meetings held on 26 May 2025.

CORPORATE GOVERNANCE REPORT

Several of our Board Members have multiple listed board representations and other principal commitments, as follows:-

Director	Listed board representation and principal commitments (other than in the Company)
Koh Poh Tiong	Fraser and Neave, Limited Saigon Beer-Alcohol-Beverage Corporation Thai Beverage Public Company Limited BeerCo Limited Times Publishing Limited Asia Breweries Limited Cambodia Breweries Pte Ltd Apex Equity Group Pte Ltd Aurora Bloom Capital Pte Ltd Capital Prosperity Venture Pte Ltd Honor Harmony Holding Group Pte Ltd Opulent Business Solutions Pte Ltd Plenty Max Property Holdings Pte Ltd Prospera Investing Ventures Pte Ltd Stellar Asset Investment Pte Ltd Timeless Treasure Investing Pte Ltd Trendy Prosperity Holding Pte Ltd Asian BevFood Pte Ltd Genesis Prime Asset Pte Ltd
Ong Sim Ho	Bluefield Renewable Energy Pte Ltd Bluefield Ventures Pte Ltd 2 Friends Investment Pte Ltd Drew and Napier LLC Haw Par Corporation Limited SingHealth Fund – SingHealth Community Hospital Fund (Committee Member) SingHealth Fund – Audit and Risk Committee (Member)
Tan Swee Yiow	Keppel REIT Management Limited Central Boulevard Development Pte Ltd City Energy Pte Ltd E M Services Private Limited One Raffles Quay Pte Ltd Raffles Quay Asset Management Pte Ltd SGBC Pte Ltd Real Estate Developers' Association of Singapore Singapore Green Building Council Tripartite Alliance Limited - Workplace Safety & Health Council - (Construction and Landscape) Committee - Multi Agency Workplace Safety and Health Taskforce Urban Redevelopment Authority - Heritage and Identity Partnership Marina East Water Pte Ltd BFC Development LLP
Lee Chien Shih	Lee Rubber Company (Pte) Limited Lee Foundation, Singapore Lee Latex (Pte) Limited Lee Foundation, States of Malaya Selat (Pte) Limited – Alternate Director Singapore Investments (Pte) Limited – Alternate Director

CORPORATE GOVERNANCE REPORT

Director	Listed board representation and principal commitments (other than in the Company)
Fam Lee San	Casuarina Properties Pte Ltd Cyber City Trading Pte Ltd Cyberhub Capital Pte Ltd Cyberpoint Capital Pte Ltd Kallang Development (Pte) Limited Kota Development Pte Ltd SE Alliance Management Pte Ltd Tropical Produce Co. Pte Ltd Bio East Pte. Ltd Enviro East Pte. Ltd Pulau Properties (Pte) Ltd Firwood Investments Pte. Ltd. Joneswick Pte Ltd Chequers Properties Pte Ltd
Chu Leong Tho	Casuarina Properties Pte Ltd Firwood Investments Pte. Ltd Joneswick Pte Ltd Kallang Development (Pte) Limited Pulau Properties (Pte) Ltd SE Alliance Management Pte Ltd Singapore Engineers (Private) Limited The Lotus Sanctuary Pte Ltd Cyber City Trading Pte. Ltd. Kallang Ventures Pte Ltd Cyberpoint Capital Pte Ltd Cyberhub Capital Pte Ltd Bio East Pte Ltd. Enviro East Pte. Ltd. Chequers Properties Pte Ltd True Equity Sdn. Bhd. Adat Pertama Sdn. Bhd. Amber Heights Sdn. Bhd. Gunung Impian Development Sdn Bhd - Alternate Director

CORPORATE GOVERNANCE REPORT

REMUNERATION MATTERS

PROCEDURES FOR DEVELOPING REMUNERATION POLICIES

Principle 6 – The Board has a formal and transparent procedure for developing policies on directors' and executives' 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.

LEVEL AND MIX OF REMUNERATION

Principle 7 – The level and structure of remuneration of the Board and key management personnel are appropriate and proportionate to the sustained performance and value creation of the Company, taking into account the strategic objectives of the Company.

DISCLOSURE ON REMUNERATION

Principle 8 – The Company is transparent on its remuneration policies, level and mix of remuneration, the procedure for setting remuneration, and the relationships between remuneration, performance and value creation.

Remuneration Committee ("RC")

The RC comprises four Non-Executive Directors, the majority of whom are independent:

Mr Koh Poh Tiong (Chairman)
Mr Lee Chien Shih
Mr Ong Sim Ho
Mr Tan Swee Yiow

To minimise the risk of potential conflicts of interest, all the members of the RC, including the Chairman of the RC, are independent from Management.

The RC is governed by its written Terms of Reference which set out its authority and duties. The key function of the RC is to review and recommend to the Board, in consultation with Management, a framework for all aspects of remuneration such that there is a formal and transparent procedure for fixing the remuneration package of individual Directors. The RC also determines the specific remuneration packages and terms of employment for the CEO as well as senior executives. All aspects of remuneration, including but not limited to Directors' fees, salaries, allowances, bonuses, options, share-based incentives and awards, and benefits-in-kind are covered by the RC. Each member of the RC abstains from voting on any resolutions and making any recommendations and/or participating in any deliberations in respect of his/her remuneration package.

The RC has authority to engage expert professional advice on human resource matters whenever there is a need to consult externally. The RC will, in its deliberations for such, take into consideration industry practices and norms in compensation in addition to the Company's relative performance and the performance of the individual Directors. No expert advice was sought during the financial year.

The RC will review the Company's obligations arising in the event of termination of the CEO and key management personnel's contracts of service, to ensure that such contracts of service contain fair and reasonable termination clauses which are not overly generous. The RC aims to be fair and avoid rewarding poor performance.

The RC in reviewing the remuneration packages for the CEO and key management personnel takes into consideration the pay and employment conditions within the industry and comparable companies, as well as the Company's relative performance and the performance of the CEO and key management personnel when setting remuneration packages so as to attract, retain and motivate them to run the Group successfully.

CORPORATE GOVERNANCE REPORT

The CEO and key management personnel's performance is assessed annually against set performance criteria (including leadership competencies, core values, personal development and commitment). This assessment is taken into account in determining their remuneration. The Company's performance is measured based on a balanced set of financial and non-financial criteria including operational performance, financial performance and customer satisfaction. For the financial year ended 31 March 2026, the RC was of the view that performance conditions were met.

The RC has ensured that the level and structure of remuneration are aligned with the risk policies and long-term interests of the Company.

The Non-Executive Directors receive Directors' fees. In determining the quantum of Directors' fees, factors such as effort and time spent for serving on the Board and Board Committees, and responsibilities of the Directors are taken into account. The RC will ensure that Non-Executive Directors will not be overly compensated to the extent that their independence may be compromised.

The RC's written Terms of Reference are approved and subject to periodic review by the Board.

The Company adopts an overall remuneration policy for staff comprising a fixed component in the form of a base salary. The variable component is in the form of a bonus that is linked to the Company's and the individual's performance and is tied to the extent to which certain key financial and operational performance indicators, such as return on equity and the creation of shareholder wealth, are achieved. Compensation packages and revisions of senior management's remuneration are subject to the review and approval of the RC. Presently, the Company does not have any share option or share award scheme.

Annual appraisals and review of executives' compensation are carried out by the RC to ensure that the remuneration packages of the CEO and senior management are commensurate with their performance and that of the Company, having regard to the financial and commercial health and business needs of the Group, and in line with industry norms.

The remuneration of Non-Executive Directors shall be determined by his/her contribution to the Company, considering factors such as effort and time spent as well as his/her responsibilities on the Board. Generally, Directors who undertake additional duties as Chairman and/or members of the Board Committees will receive higher fees because of their additional responsibilities. The Board will recommend the remuneration of the Non-Executive Directors for shareholders' approval at the AGM.

Annual Remuneration Report

The Board is of the view that it is in the best interests of the Company not to fully disclose each individual's remuneration, given the competitive business environment and possible negative impact on the Group's business, as the matters required to be disclosed therein have been disclosed in this Report, the Directors' Statement and the notes to the financial statements.

The Board responds to queries from shareholders at AGMs on matters pertaining to remuneration policies and Directors' remuneration.

The Directors, the CEO and other key management personnel are remunerated on an earned basis.

CORPORATE GOVERNANCE REPORT

Remuneration of Directors and CEO

The following table sets out the gross remuneration of the Directors and the CEO for the financial year ended 31 March 2026, together with a breakdown (in percentage terms) earned through base/fixed salary, bonus, other benefits, and Directors' fees.

Name	Percentage (%)				Total remuneration S\$
	Remuneration earned through				
	Base/Fixed Salary ⁽¹⁾	Bonus ⁽¹⁾	Other Benefits	Directors' Fees	
<u>Directors</u>					
Koh Poh Tiong	-	-	-	100	138,000
Ong Sim Ho	-	-	-	100	102,750
Tan Swee Yiow	-	-	-	100	91,000
Lee Chien Shih	-	-	-	100	85,000
Fam Lee San ⁽²⁾	-	-	-	100	75,000
<u>CEO</u>					
Chng Kiong Huat	64	30	6	-	798,060

¹ Includes employer's CPF contribution.

² Payable to Kallang Development (Pte) Limited.

The proposed total Directors' fees of \$491,750 (2025: \$520,250) for Independent and Non-Executive Directors is subject to shareholders' approval at the AGM to be held on 31 July 2026.

No termination, retirement and post-employment benefits were granted to any Director, or any key management personnel for the financial year ended 31 March 2026.

Remuneration of Key Executives

A breakdown of the remuneration of each key executives (who are not Directors or the CEO) for the financial year ended 31 March 2026 is shown in the table below. The aggregate remuneration paid to the key executives including the bonus payable to them for the financial year is \$1,075,000 (2025: \$1,059,000).

Total Remuneration Bands	Total (%)	Salary ⁽¹⁾ (%)	Bonus ⁽¹⁾ (%)	Other Benefits (%)
<u>Above \$250,000</u>				
Ms Yvonne Yan Yim Fong Assistant General Manager	100	61	33	6
Ms Jacqueline Chang Poh Nah Financial Controller	100	70	29	1
<u>Below \$250,000</u>				
Ms Cheryl Huan Lay Cheng ⁽²⁾ Head of Marketing & Sales	100	70	26	4
Mr Michael Chan Lim Huat Head of Property Management	100	74	20	6
Ms Lisa Goh Lay Choo ⁽³⁾ Head of Marketing & Sales	100	69	-	31

¹ Includes employer's CPF contribution.

² Ms Huan was appointed as Head of Marketing & Sales on 15 July 2025.

³ Ms Goh resigned as Head of Marketing & Sales on 31 July 2025.

CORPORATE GOVERNANCE REPORT

Remuneration of Immediate Family Members of Directors/Substantial Shareholders

There is no employee who is an immediate family member of any Director, CEO or Substantial shareholder of the Company, whose remuneration exceeds \$100,000 during the financial year ended 31 March 2026.

ACCOUNTABILITY AND AUDIT

RISK MANAGEMENT AND INTERNAL CONTROLS

Principle 9 – *The Board is responsible for the governance of risk and ensures that Management maintains a sound system of risk management and internal controls to safeguard the interests of the Company and its shareholders.*

The Board has ultimate responsibility for maintaining a sound system of internal controls to safeguard shareholders' investment and the Group's assets. The system of internal controls is intended to provide reasonable but not absolute assurance against material misstatement or loss, and include the safeguarding of assets, the maintenance of proper accounting records, the reliability of financial information, compliance with appropriate legislation, regulation and best practices, and the identification and containment of business risk.

The Company has in place an adequate and effective system of risk management and internal controls addressing material financial, operational, compliance and information technology risks to safeguard the interests of the Company and its shareholders.

The Audit and Risk Management Committee ("**ARMC**") assists the Board in overseeing the risk governance in the Company to ensure that Management maintains a sound system of risk management and internal controls to safeguard shareholders' interest and the Company's assets. The ARMC's functions in this area include the following:

1. Review and report to the Board the risk profile or risk tolerance the Company undertakes to achieve its business goals and strategies;
2. Review the risk management framework, policies, monitoring, measurements and reporting within the spectrum of Enterprise Risk Management of the Group;
3. Review and report to the Board at least annually, the adequacy and effectiveness of the Company's risk management and internal control systems in addressing significant risks including financial, operational, compliance and information technology risks; and
4. Recommend to the Board the opinion and disclosure in the Annual Report on the adequacy and effectiveness of the Company's risk management and internal control systems in accordance with the Listing Manual of the Singapore Exchange Securities Trading Limited ("**Listing Manual**") and Code of Corporate Governance.

The Company has an established risk identification and management framework developed with the assistance of an external consultant. The ownership of the risks lies with the respective heads of departments and CEO with stewardship residing with the Board. The ARMC assists the Board to oversee Management in the formulation, updating and maintenance of an adequate and effective risk management framework, while the ARMC reviews the adequacy and effectiveness of the risk management and internal control systems.

The Company maintains a risk register which identifies the material risks facing the Group and the internal controls in place to manage or mitigate those risks. Heads of departments and CEO review and update the risk register regularly. The risk register is reviewed annually by the ARMC and the Board.

Internal and external auditors conduct audits that involve testing the effectiveness of the material internal controls in the Group. Any material non-compliance or lapses in internal controls together with corrective measures recommended by internal and external auditors are reported to the ARMC. The effectiveness of the measures taken by Management in response to the recommendations made by the internal and external auditors is also reviewed by the ARMC. The system of risk management and internal controls is continually being refined by Management, the ARMC and the Board.

CORPORATE GOVERNANCE REPORT

As the Company does not currently have a Chief Financial Officer, the Board has received assurance from the CEO, Financial Controller (“**FC**”) and other key management personnel which include Assistant General Manager, Head of Marketing & Sales, and Head of Property Management that:

- (a) the financial records of the Group have been properly maintained and the financial statements for the financial year ended 31 March 2026 give a true and fair view of the Group’s operations and finances;
- (b) risk management systems and internal control systems were properly maintained;
- (c) material information relating to the Company was disclosed on a timely basis for the purpose of preparing financial statements; and
- (d) the Company’s risk management systems and internal control systems (including financial, operational, compliance and information technology controls) were adequate and effective as at the end of the financial year.

The Board notes that the system of internal controls provides reasonable, but not absolute, assurance that the Group will not be affected by any event that could be reasonably foreseen as it strives to achieve its business objectives.

The Company regularly reviews and improves its business and operational activities to identify areas of significant business risks as well as take appropriate measures to control and mitigate these risks. The Company reviews all significant control policies and procedures and highlights all significant matters to the ARMC and the Board.

The external auditor, Deloitte & Touche LLP, in the course of conducting their annual audit procedures on the statutory financial statements, also reviewed the Group’s significant internal financial controls to the extent of their scope of audit. Any material non-compliance and internal financial control weaknesses noted by the external auditors are reported to the ARMC together with the external auditors’ recommendations. Management will then take appropriate action to rectify the weaknesses highlighted.

The ARMC, in the course of their review of the reports presented by the internal auditor, BDO Advisory Pte Ltd and external auditor, Deloitte & Touche LLP also review the adequacy and effectiveness of the Group’s system of internal controls, including the financial, operational, compliance and information technology controls, and risk management systems.

Based on the internal and external auditors’ findings, the Board, with the concurrence of the ARMC, is satisfied that the Group’s risk management and internal control systems, including financial, operational, compliance and information technology controls, are adequate and effective and provide reasonable (though not absolute) assurance against material financial misstatements and loss, and safeguard the Group’s assets. The internal controls ensure the Group’s maintenance of proper accounting records, compliance with applicable regulations and best practices, and timely identification and containment of financial, operational and compliance risks. The ARMC is also satisfied that there were no material weaknesses identified with regard to the risk management and internal control systems.

AUDIT AND RISK MANAGEMENT COMMITTEE (“ARMC”)

Principle 10 – *The Board has an Audit Committee which discharges its duties objectively.*

The ARMC comprises four members, the majority of whom are Independent Directors. The Chairman and the other members of the ARMC have vast experience in managerial positions in the property and finance industry and are therefore capable of discharging the ARMC’s functions. They are as follows:

Mr Ong Sim Ho (Chairman)
Mr Koh Poh Tiong
Ms Fam Lee San
Mr Tan Swee Yiow

The Board is satisfied that the ARMC members, including the Committee’s Chairman, have relevant accounting and related financial management expertise or experience and are appropriately qualified to discharge their responsibilities.

CORPORATE GOVERNANCE REPORT

No former partner or director of the Company's existing audit firm or auditing corporation is a member of ARMC.

The ARMC's written Terms of Reference are approved and subject to periodic review by the Board.

The ARMC performs the following functions in accordance with Section 201B(5) of the Companies Act, the SGX-ST's Listing Manual and the Code:

1. Reviews with the External Auditor, their audit plan, evaluation of the accounting controls, audit reports and any matters which the External Auditor wishes to discuss;
2. Reviews with the Internal Auditor, the scope and the results of internal audit function and their evaluation of the overall internal control systems;
3. Reviews at least annually the adequacy and effectiveness of the Company's internal controls and risk management systems;
4. Reviews assurance from the CEO and FC on financial records and financial statements. For the current year, the assurance was provided by the CEO and the FC;
5. Reviews the co-operation given by our Management to the External Auditor and Internal Auditor;
6. Reviews the half-year and full-year financial results, and annual financial statements, including announcements to shareholders and the SGX-ST prior to submission to the Board;
7. Makes recommendations to the Board on the appointment of External Auditor, their remuneration and reviews the cost effectiveness, independence and objectivity of the External Auditor;
8. Reviews the Group's compliance with such functions and duties as may be required under the relevant statutes or the Listing Manual, and by such amendments made thereto from time to time;
9. Reviews interested person transactions that may arise within the Company and the Group to ensure compliance with Chapter 9 of the SGX-ST's Listing Manual and to ensure that the terms of such transactions are:
 - on normal commercial terms; and
 - not prejudicial to the interests of the Company and its minority shareholders;
10. Reports actions and minutes of the ARMC meetings to the Board with such recommendations as the ARMC considers appropriate; and
11. Reviews reports received, if any, pursuant to the provisions of the Company's Whistle-Blowing Policy and undertakes the proceedings as prescribed.

The ARMC has explicit authority to investigate any matter within its Terms of Reference, full access to and co-operation by Management, full discretion to invite any Director or executive officer to attend its meetings, and reasonable resources to enable it to discharge its functions properly.

In addition to the above, the ARMC is empowered to commission and review the findings of internal investigations into matters where there is any suspected fraud or irregularity, or failure of internal controls or infringement of any Singapore law, rule or regulation which are or is likely to have a material impact on our Group's operating results and/or financial position.

The ARMC also met with the External as well as the Internal Auditors during the year, without the presence of Management, and have received assurances from both the External and Internal Auditors that they have been accorded full cooperation from all employees of the Group and its subsidiaries and have been given full access to all documents as and when required.

CORPORATE GOVERNANCE REPORT

In discharging its functions, the ARMC is provided with sufficient resources, has access to and co-operation of Management and Internal Auditor and has discretion to invite any Director or executive officer to attend its meetings. All major findings and recommendations are brought to the attention of the Board.

Each member of the ARMC shall abstain from voting on any resolutions and making any recommendations and/or participating in any deliberations of the ARMC in respect of matters in which he has a conflict of interest.

Pursuant to Rule 1207 (6)(b) and (6)(c) of the Listing Manual, the ARMC undertook the review of the independence and objectivity of the auditors as well as reviewing the non-audit services provided by the External Auditor, and the aggregate amount of audit fees paid to them. The ARMC is satisfied that neither their independence nor their objectivity is put at risk, and that they are still able to meet the audit requirements and statutory obligations of the Company. Accordingly, the ARMC has recommended the re-appointment of Deloitte & Touche LLP as External Auditor at the forthcoming AGM of the Company. In recommending the re-appointment of the External Auditor, the ARMC considered and reviewed a variety of factors including adequacy of resources, experience of supervisory and professional staff to be assigned to the audit, and size and complexity of the Group, its businesses and operations.

In appointing our auditors for the Company and subsidiaries, we have complied with the requirements of Rules 712 and 715 of the SGX-ST Listing Manual.

None of the members nor the Chairman of the ARMC are former partners or directors of the Group's auditing firm.

Pursuant to Rule 1207 (6)(a), the fees payable to auditor are set out in Note 19 on page 113 of this Annual Report.

The ARMC members keep abreast of changes to accounting standards and issues which have a direct impact on financial statements by attending training sessions and talks by the External Auditor and other professionals.

The ARMC's responsibility in overseeing that the Company's risk management system and internal controls are adequate and is complemented by the Company's appointment of BDO Advisory Pte Ltd as the Internal Auditor of the Company. The Internal Auditor has adopted the Standards for the Professional Practice of Internal Auditing set by The Institute of Internal Auditors. The Internal Auditor reports directly to the Chairman of the ARMC on audit matters. The Internal Auditor will plan its audit work in consultation with, but independent of, Management, and its annual Internal Audit ("IA") plan will be submitted to the ARMC for approval at the beginning of each year. The Internal Auditor will report to the ARMC on their findings. The ARMC will meet the Internal Auditor on an annual basis, without the presence of Management. The Internal Auditor has full access to all the Company's documents, records, properties, and personnel including access to the ARMC.

Having an IA function assures the Board of the adequacy and maintenance of proper accounting records, and the reliability of the information used within or published by the Company.

The ARMC reviews at least annually, the independence, adequacy and effectiveness of the outsourced IA function. The ARMC is satisfied that the IA function of the Company is independent, effective and adequately resourced.

The Internal Auditor reviews the Group's main business processes, the activities in each of the Group's key business segments and the Group's companies responsible for these business activities and processes. The Internal Auditor carries out its function according to the standards set by International Standards for the Professional Practice of Internal Auditing, established by the Institute of Internal Auditors.

Based on the framework established and the reviews conducted by Management and both the Internal and External Auditors, the Board, with the concurrence of the ARMC, is of the opinion that there are adequate internal controls and risk management systems to address the financial, operational and compliance risks of the Group in its current business environment. In addition, the Board, with the concurrence of the ARMC, is of the view that the Group's internal controls addressing financial, operational, compliance and information technology risk as well as the Group's risk management systems are effective and adequate as of 31 March 2026. The Board and ARMC did not identify any major concern on the Group's internal controls or risk management systems for the financial year under review.

CORPORATE GOVERNANCE REPORT

The system of internal controls provides reasonable assurance against material financial misstatements or loss and includes the safeguarding of assets, the maintenance of proper accounting records, the reliability of financial information, compliance with appropriate legislation, regulation and best practices and the identification and management of business risks. However, the Board acknowledges that no system of internal controls can provide absolute assurance against the occurrence of material errors, poor judgement in decision-making, human error, fraud or other irregularities.

Whistle-Blowing Policy

A Whistle-Blowing Policy is also in place to provide an avenue through which employees may report or communicate, in good faith and in confidence, any concerns relating to financial and other matters, so that independent investigation of such matters can be conducted, and appropriate follow-up action taken. The Chairman of the ARMC is in charge of managing this specific area. The Whistle-Blowing Policy has been reviewed by the ARMC to ensure that it has been properly implemented. Information on our Whistle-Blowing Policy can be found on our corporate website. A dedicated communication channel has been established, and whistle-blowers may submit the written report to the ARMC by sending an email to whistleblowing@bukitsembawang.sg.

The Whistle-Blowing procedure is intended to be used for serious and sensitive issues. Serious concerns relating to financial reporting, unethical or illegal conduct should be reported to the Chairman of the ARMC via a designated email. The action to be taken will depend on the nature of the concern. Initial inquiries will be made by the Chairman of the ARMC to determine whether an investigation is appropriate, and the form that it should take. Some concerns may be resolved by agreed action without the need for investigation. If investigation is necessary, the ARMC will direct an independent investigation to be conducted on the complaint received. The Board of Directors will receive a report stating the complaint received and the findings of the investigation, as well as a follow-up report on actions taken by the ARMC. The Company will update the complainant on the actions taken in respect of the complaint within two weeks. Subject to any legal constraints, the complainant will be notified about the outcome of any investigations.

The Company shall maintain the confidentiality of the whistle-blower(s) to the fullest extent reasonably practicable within the legitimate needs of the law and any ensuing evaluation or investigation. Complainant(s) who make a report in good faith will be protected from reprisals, victimisation, or harassment.

SHAREHOLDER RIGHTS AND ENGAGEMENT

SHAREHOLDER RIGHTS AND CONDUCT OF GENERAL MEETINGS

Principle 11 – *The Company treats all shareholders fairly and equitably in order to enable them to exercise shareholders' rights and have the opportunity to communicate their views on matters affecting the Company. The Company gives shareholders a balanced and understandable assessment of its performance, position and prospects.*

Principle 12 – *Engagement with stakeholders*

The Board is mindful of its obligations to provide timely and fair disclosure of material information in compliance with statutory reporting requirements. Price sensitive information is first publicly released, either before the Company meets with any group of investors or analysts, or simultaneously with such meetings. Financial results and annual reports will be announced or issued within the mandatory period.

The Company believes in regular and timely communication with shareholders as part of the Group's effort to help our shareholders understand our business better.

In line with the continuous obligations of the Company pursuant to the Listing Manual and the Companies Act 1967, it is the Board's policy that all shareholders should be equally and timeously informed of all major developments that will have an impact on the Company or the Group. It is also the Board's policy that all corporate news, strategies, and announcements are promptly disseminated through SGXNET, press releases as well as various media. The Company does not practise selective disclosure. The Company maintains a dedicated investor relations segment on its website to keep shareholders informed of all significant corporate developments.

CORPORATE GOVERNANCE REPORT

The Company supports the Code's principle to encourage shareholder participation. Shareholders are encouraged to attend the AGM to ensure a high level of accountability and to stay informed of the Company's strategy and goals. Notice of the AGM is despatched to shareholders, together with explanatory notes or a circular on items of special business (if necessary), at least 21 days before the meeting, to give shareholders the opportunity to raise questions prior to the AGM. Corporations which provide nominee or custodial services are allowed to appoint more than two proxies so that shareholders who hold shares through such corporations can attend and participate in general meetings as proxies. The shareholders are instructed on the meeting procedures, including voting procedures, which govern general meetings of shareholders at the start of the meetings. The Board welcomes questions from shareholders, who will have an opportunity to raise issues either formally or informally before or at the AGM.

All resolutions at general meetings are put to the vote by poll which is verified by a polling agent and an announcement of the detailed results showing the number of votes cast for and against each resolution and the respective percentages is made on the day of the general meeting.

As a result of the amendments to Rule 705(2) of the Listing Manual of SGX-ST, which took effect from 7 February 2020, the Company has changed from quarterly to half-yearly reporting from 2020. Nonetheless, the Board continues to meet on a quarterly basis to be apprised of the operational and financial performance of the Company and also to discuss and approve any matters as required. The Company will continue to provide updates in compliance with its continuing disclosure obligations, as and when appropriate.

The proceedings of the annual general meeting and extraordinary general meeting (if any) are properly recorded, including all comments or queries raised by shareholders relating to the agenda of the meeting and responses from the Board and Management. All minutes of general meetings are published on the website of the Singapore Exchange Limited within one month from the date of the meeting.

Our AGM to be held on 31 July 2026 will be a physical meeting. Shareholders may submit questions in advance of the AGM, during the AGM, or appoint the Chairman of the Meeting as proxy to attend, speak and vote on their behalf at the AGM.

Shareholders are informed to attend the shareholders' meeting, through published notices and reports or circulars sent to all shareholders, to ensure a high level of accountability by the Company and for shareholders to stay apprised of the Company's strategy and goals. The general meeting procedures provide the shareholders with opportunities to raise questions relating to each resolution tabled for approval. Shareholders are given the opportunity to participate, engage and openly communicate their views on matters relating to the Company to the Directors. Shareholders are also informed of the rules, including voting procedures, governing shareholders' meeting.

All individual shareholders who are unable to attend and vote in person are entitled to appoint not more than two proxies to attend and vote on their behalf. All shareholders are therefore given the opportunity to vote, either in person or by proxy at all shareholders' meetings. In addition, all relevant intermediaries as defined under Section 181 of the Companies Act 1967 are also given the opportunity to appoint one or more proxies to attend and vote at all general meetings. A relevant intermediary is defined as follows:

1. a banking corporation defined under the Banking Act 1970, or its wholly-owned subsidiary which provides nominee services and holds shares in that capacity;
2. a capital market services license holder which provides custodial services for securities under the Securities and Futures Act 2001 and holds shares in that capacity; or
3. the Central Provident Fund Board established by the Central Provident Fund Act 1953, in respect of shares purchased on behalf of investor.

Pursuant to SGX-ST Listing Rule 730A, all resolutions are put to the vote by poll at shareholders' meetings to ensure greater transparency in the voting process. An independent party is appointed as scrutineer to count and validate the votes at the AGMs. Detailed results of the number of votes cast for and against each resolution and the respective percentages are announced for each resolution.

CORPORATE GOVERNANCE REPORT

In compliance with the requirements of the Companies Act 1967, all resolutions are voted upon separately at each general meeting and are single item resolutions.

The Directors, the External Auditor, Management, and legal advisors (where necessary) are present at all shareholders' meetings to address shareholders' queries.

Minutes of the shareholders' meeting include details of relevant and substantive questions raised and the responses from the Company as a permanent record. In addition, hard copies of the minutes are made available to all shareholders of the Company upon request and are also published on SGXNET within one month after each general meeting.

The Company's website is updated in a timely manner with the Group's corporate and business information. All information on the Company's new initiatives is first disseminated through the Company's website and SGXNET.

The Company also maintains a feedback column on its website through which investors and shareholders can submit their queries.

Price sensitive information is first publicly released, either before the Company meets with any group of investors or analysts or simultaneously (after close of trading) with such meetings. Half-year and full-year financial results, and annual reports are announced or issued within the mandatory period.

Dividend Policy

The Company's dividend policy endeavours to balance dividend return to shareholders with the need for long-term sustainable growth whilst aiming for an efficient capital structure. The Company strives to provide shareholders with sustainable ordinary dividend on an annual basis.

The Company has declared a final dividend for the financial year ended 31 March 2026. Any payouts will be communicated to shareholders via an announcement on SGXNET when the Company discloses its financial results.

MANAGING STAKEHOLDERS' RELATIONSHIPS

ENGAGEMENT WITH STAKEHOLDERS

Principle 13 – *The Board adopts an inclusive approach by considering and balancing the needs and interests of material stakeholders, as part of its overall responsibility to ensure that the best interests of the Company are served.*

The Company understands that stakeholders play a critical role in determining a business long-term viability. Thus, the Company values open dialogue and frequently engages with stakeholders through various methods to understand and address their needs and expectations.

The Company strives to maintain open and fair communication with our key stakeholders to understand their views, concerns, and objectives, as well as communicate expectations and support improvement in our continuous engagement to achieve sustainable objectives. The Company identifies stakeholder groups which have a significant influence and interest in our operations and business and engage these stakeholders to understand their Economic, Environmental, Social, and Governance ("**EESG**") expectations.

The key stakeholders identified are the Board, employees, customers, local communities, investors and shareholders.

The Company maintains a corporate website (bsel.sg) to communicate to the public about its latest developments.

CORPORATE GOVERNANCE REPORT

Sustainability Reporting

The Board recognises that one of the keys to building a sustainable business involves finding a balance between addressing its business needs and the needs of the society and the environment in which the Group operates. The Board strongly believes that to grow sustainably as a forward-looking corporate entity, the Group has to regularly reach out and work together with all its stakeholders, from its employees to the community, and be responsible stewards of its natural environment.

To ensure effective oversight and integration of sustainability considerations across the Group's operations, the Board has established a robust sustainability governance framework. This includes a Sustainability Steering Committee ("**SSC**"), chaired by the CEO and comprising all Heads of Departments, which provides strategic direction and oversight of the Group's sustainability agenda. Supporting the SSC is the Sustainability Task Force ("**STF**"), chaired by the Head of Property Management and comprising representatives from relevant functions, which is responsible for the implementation, coordination and monitoring of sustainability initiatives across the Group.

The Board is aware that, pursuant to Rule 711B, the Company is required to provide climate-related disclosures in their sustainability report. Pursuant to Rule 711A, for the financial year ended 31 March 2026, the Board has not engaged an external party to provide assurance on the sustainability report. Nevertheless, the Board has ensured that the Sustainability Report has undergone an internal review and is released as part of this Annual Report.

The Sustainability Report section of the Annual Report provides more details about the strategy and key areas of focus in relation to the management of stakeholder relationships during the reporting period.

Please refer to the section on Stakeholder Engagement in the Company's Sustainability Report 2026 on pages 45 to 73 for more information on how the Company manages its stakeholder relationships.

In this way, the Company hopes to have good communication and engagement with all its material stakeholders.

PROJECT DEVELOPMENT MATTERS

Project Development Committee ("**PDC**")

Although it is not a Corporate Governance requirement, in addition to the ARMC, NC and RC, the Company has also set up a PDC to assist the Board with Project Development matters. The members of the PDC are:

Mr Chng Kiong Huat (Chairman)
Mr Koh Poh Tiong
Mr Ong Sim Ho
Mr Lee Chien Shih
Mr Tan Swee Yiow

The primary function of the PDC is to oversee matters such as approving vendor lists, tender procedures, minor work contracts, supply and maintenance contracts and nominated sub-contracts.

The responsibilities of the Committee include:

1. Review Management's plans for new project development, design review and other project related businesses in accordance with the Company's strategic objectives.
2. Review all new project proposal and recommendations based on the project criteria set by the Board.
3. Review performance objectives and valuation assumptions used by Management to evaluate such new projects.
4. Consider the appointment of the external consultants, main contractors and sub-contractors.
5. Review and recommend for approval to the Board from time to time the project development strategies.
6. Report to the Board at regular intervals on project development progress in comparison to relevant milestones/timelines/benchmarks as the Board may select and approve.

The PDC meets at least four times in a year, with additional meetings convened as and when necessary.

CORPORATE GOVERNANCE REPORT

DEALING IN SECURITIES

The Company has issued a policy on dealings in the securities of the Company to its Directors and Management, setting out the implications of insider trading and guidance on such dealings. Directors and key executives of the Group who have access to price-sensitive and confidential information are not permitted to deal in the Company's securities during the period commencing one month before the announcement of the Group's half-year financial results and one month before the Group's full-year financial results and ending on the respective announcement date. In addition, Directors and key executives are expected to observe insider trading laws at all times even when dealing in securities within the permitted trading period. They are informed not to deal in the Company's securities on short-term considerations.

Directors are required to report to the Company Secretary whenever they deal in the Company's shares and the necessary announcements are made in accordance with the notification requirements under the Securities and Futures Act 2001 of Singapore.

INTERESTED PERSON TRANSACTIONS

The Company has an internal policy in respect of any transactions with interested persons and has in place a process to review and approve any interested person transaction ("IPT").

There were no interested party transactions for the financial year ended 31 March 2026. The Company does not have a general mandate from shareholders pursuant to Rule 920 of the SGX-ST Listing Manual.

MATERIAL CONTRACTS

There were no material contracts entered into by the Company or any of its subsidiaries involving the interest of the CEO, any Director or controlling shareholder, either still subsisting at the end of the financial year ended 31 March 2026 or if not then subsisting, entered into since the end of the previous financial year ended 31 March 2025.

CORPORATE GOVERNANCE REPORT

DISCLOSURE OF INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Mr Ong Sim Ho and Mr Tan Swee Yiow are the Directors seeking re-election at the forthcoming Annual General Meeting of the Company to be convened on 31 July 2026 ("**AGM**") (collectively, the "**Retiring Directors**" and each a "**Retiring Director**").

Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST, the following is the information relating to the Directors standing for re-election as set out in Appendix 7.4.1 to the Listing Manual of the SGX-ST:

Name of Director	Ong Sim Ho	Tan Swee Yiow
Date of appointment	5 August 2019	9 January 2024
Date of last re-appointment	26 July 2024	26 July 2024
Age	57	65
Country of principal residence	Singapore	Singapore
The Board's comments on this re-election (including rationale, selection criteria, and the search and nomination process)	The Board of Directors of the Company has considered, among others, the recommendation of the NC and has reviewed and considered the qualification, work experiences, contribution and performance, attendance, preparedness, participation, candour and suitability of Mr Ong Sim Ho for re-appointment as an Independent Director of the Company. The Board has reviewed and concluded that Mr Ong possesses the experience, expertise, knowledge and skills to contribute towards the core competencies of the Board.	The Board of Directors of the Company has considered, among others, the recommendation of the NC and has reviewed and considered the qualification, work experiences, contribution and performance, attendance, preparedness, participation, candour and suitability of Mr Tan Swee Yiow for re-appointment as an Independent Director of the Company. The Board has reviewed and concluded that Mr Tan possesses the experience, expertise, knowledge and skills to contribute towards the core competencies of the Board.
Whether appointment is executive, and if so, the area of responsibility	Non-Executive	Non-Executive
Job title (e.g. Lead ID, AC Chairman, AC Member etc.)	Independent Director, Chairman of the ARMC, and member of the NC, the RC and the PDC.	Independent Director, member of the ARMC, the NC, the RC and the PDC.
Professional qualifications	Bachelor of Accountancy degree (Hons) from the Nanyang Technological University (Nanyang Business School) Bachelor of Laws degree (Hons) University of London Fellow of the Institute of Singapore Chartered Accountant	Bachelor of Science degree (First Class Honours) in Estate Management from the National University of Singapore Master of Business Administration degree in Accountancy from the Nanyang Technological University

CORPORATE GOVERNANCE REPORT

Name of Director	Ong Sim Ho	Tan Swee Yiow
	Barrister-At-Law of Lincoln's Inn, England & Wales Advocate & Solicitor of the Supreme Court of Singapore Member of the Singapore Institute of Directors	
Any relationship (including immediate family relationships) with any existing director, existing executive officer, the issuer and/or substantial shareholder of the listed issuer or of any of its principal subsidiaries	None	None
Conflict of interest (including any competing business)	None	None
Undertaking (in the format set out in Appendix 7.7) under Rule 720(1) has been submitted to the listed issuer	Yes	Yes
Working experience and occupation(s) during the past 10 years	Mr Ong is a tax and corporate lawyer with more than 25 years of experience. He is presently Deputy Chief Executive Officer of Drew & Napier LLC. Mr Ong is also an Independent Director of Haw Par Corporation Limited.	Mr Tan is currently the Chairman of the Board of Keppel REIT Management Limited, President of the Real Estate Developers' Association of Singapore as well as Honorary Advisor of the Singapore Green Building Council. He also serves as a member of the Workplace Safety and Health Council and chairs its Construction and Landscape Committee. He was previously the Senior Managing Director of Real Estate at Keppel Ltd, Chief Executive Officer of Keppel Land Limited and Director of the World Green Building Council Board.
Shareholding interest in the listed issuer and its subsidiaries	No	No
Shareholding details	Nil	Nil
Other Principal Commitments Including Directorships		
Past (for the last 5 years)	1. Advance Micro Foundry Pte Ltd 2. Ong Sim Ho LLC 3. AIA Singapore Private Limited	1. Keppel Management Ltd 2. World Green Building Council

CORPORATE GOVERNANCE REPORT

Name of Director	Ong Sim Ho	Tan Swee Yiow
Present	- Bluefield Renewable Energy Pte. Ltd - Bluefield Ventures Pte. Ltd. 2 Friends Investment Pte. Ltd. - Drew & Napier LLC - Haw Par Corporation Limited - SingHealth Fund – SingHealth Community Hospital Fund (Committee Member) - SingHealth Fund – Audit and Risk Committee (Member)	- Keppel REIT Management Limited - Central Boulevard Development Pte Ltd - City Energy Pte Ltd - E M Services Private Limited - One Raffles Quay Pte Ltd - Raffles Quay Asset Management Pte Ltd - SGBC Pte Ltd - Real Estate Developers' Association of Singapore - Singapore Green Building Council - Tripartite Alliance Limited - Workplace Safety & Health Council - (Construction and Landscape) Committee - Multi Agency Workplace Safety and Health Taskforce - Urban Redevelopment Authority - Heritage and Identity Partnership - Marina East Water Pte Ltd - BFC Development LLP
(a) Whether at any time during the last 10 years, an application or a petition under any bankruptcy law of any jurisdiction was filed against him/her or against a partnership of which he/she was a partner at the time when he/she was a partner or at any time within two years from the date he/she ceased to be a partner?	No	No

CORPORATE GOVERNANCE REPORT

Name of Director	Ong Sim Ho	Tan Swee Yiow
(b) Whether at any time during the last 10 years, an application or a petition under any law of any jurisdiction was filed against an entity (not being a partnership) of which he/she was a director or an equivalent person or a key executive, at the time when he/she was a director or an equivalent person or a key executive of that entity or at any time within two years from the date he/she ceased to be a director or an equivalent person or a key executive of that entity, for the winding up or dissolution of that entity or, where that entity is the trustee of a business trust, that business trust, on the ground of insolvency?	No	No
(c) Whether there is any unsatisfied judgment against him/her?	No	No
(d) Whether he/she has ever been convicted of any offence, in Singapore or elsewhere, involving fraud or dishonesty which is punishable with imprisonment, or has been the subject of any criminal proceedings (including any pending criminal proceedings of which he/she is aware) for such purpose?	No	No

CORPORATE GOVERNANCE REPORT

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

CORPORATE GOVERNANCE REPORT

Name of Director	Ong Sim Ho	Tan Swee Yiow
(i) Whether he/she has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him/her from engaging in any type of business practice or activity?	No	No
(j) Whether he has ever, to his knowledge, been concerned with the management or conduct, in Singapore or elsewhere, of the affairs of :—		
(i) any corporation which has been investigated for a breach of any law or regulatory requirement governing corporations in Singapore or elsewhere; or	No	No
(ii) any entity (not being a corporation) which has been investigated for a breach of any law or regulatory requirement governing such entities in Singapore or elsewhere; or	No	No
(iii) any business trust which has been investigated for a breach of any law or regulatory requirement governing business trusts in Singapore or elsewhere; or	No	No
(iv) any entity or business trust which has been investigated for a breach of any law or regulatory requirement that relates to the securities or futures industry in Singapore or elsewhere.	No	No
(k) Whether he/she has been the subject of any current or past investigation or disciplinary proceedings, or has been reprimanded or issued any warning, by the Monetary Authority of Singapore or any other regulatory authority, exchange, professional body or government agency, whether in Singapore or elsewhere?	No	No

SUSTAINABILITY REPORT

SUSTAINABILITY AT BUKIT SEMBAWANG ESTATES LIMITED

About Bukit Sembawang Estates Limited

Bukit Sembawang Estates Limited ("**BSEL**") began as a leading rubber manufacturer in 1911 and has evolved into a property developer well known for its residential developments. A listed company on the Singapore Stock Exchange ("**SGX**") and incorporated in 1967, the Group's business is focused on property development, investment, and other property-related operations. For over half a century, we have been building some of Singapore's most well-known residential developments including more than 4,600 landed homes in Seletar Hills, Sembawang Hills, Luxus Hills, and more than 1,800 private residences in Singapore's prime locations such as District 9 and 10. In addition to building and selling property units, the Group owns a serviced apartment and office units as part of our property portfolio.

As a reputable developer, we prioritise providing high-quality homes with excellent value. We are committed to maintaining this reputation by constructing sustainable homes and neighbourhoods. To this end, we have compiled our accomplishments in the Economic, Environmental, Social, and Governance ("**EESG**") segments in this Sustainability Report.



MISSION

As a leading and experienced property developer, we are committed to designing and building fine-quality homes that satisfy the aspirations and lifestyles of our customers for generations to come.



MILESTONES

BSEL has built many of Singapore's renowned and established residential developments comprising landed homes, private residences, and serviced apartments for over half a century.



COMMITMENT

We value every customer and family and shall remain dedicated to creating quality homes that property owners will love, cherish, and appreciate for generation after generation.

About this Sustainability Report

We aim to present a comprehensive outlook on our sustainability journey, encompassing our yearly progress and dedication to sustainable expansion. Therefore, this Sustainability Report covers the sustainability-related practices and achievements of the listed entity, BSEL, and its group of companies, utilising information, and data from the period between 1 April 2025 and 31 March 2026 ("**FY2026**" or "**Reporting Period**"), unless mentioned otherwise. In this Sustainability Report, references to "**BSEL**", "**the Group**", "**the Company**", and "**we**" refer to Bukit Sembawang Estates Limited and its group of companies.

This Sustainability Report is prepared in accordance with the Global Reporting Initiative ("**GRI**") Standards 2021. We based our Sustainability Report against the GRI Standards as it is a globally recognised sustainability reporting standard that allows for uniform and comparable data reporting that meets the needs of stakeholders. This Sustainability Report has also been prepared in compliance with Singapore Exchange Securities Trading Limited (the "**SGX-ST**") Mainboard Rules 711A and 711B.

In addition, the Group now reference to the International Financial Reporting Standards ("**IFRS**") Sustainability Disclosure Standards ("**SDS**"), collectively known as the ("**IFRS SDS**"), developed by the International Sustainability Standards Board ("**ISSB**"), including IFRS S1 - General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 - Climate-related Disclosures, to enhance the integration of sustainability-related disclosures, including but not limited to climate-related disclosures, with our financial reporting.

SGX requires all listed issuers to disclose Scope 1 and Scope 2 Greenhouse Gas ("**GHG**") emissions for financial year commencing on or after 1 January 2025. It has also proposed an illustrative phased approach for ISSB-aligned climate-related disclosures, with timelines expected to vary according to issuer size and regulatory readiness. In line with this, the Group has proactively commenced early alignment with the ISSB Standards, adopting a phased approach to strengthen data quality, governance, and internal reporting capabilities.

SUSTAINABILITY REPORT

The Group has adopted the permanent and transition reliefs outlined in SGX Practice Note 7.6 to support a structured and gradual transition toward full compliance with SGX's enhanced sustainability reporting requirements. Prior-year sustainability data reported under the GRI Standards is presented for comparability. While these prior-year disclosures were not prepared in accordance with IFRS S1 or S2, both frameworks show a high degree of alignment, particularly for GHG emissions, as noted in the GRI-IFRS Interoperability Guide.

From the next reporting cycle, the Group will provide year-on-year comparatives for Climate-related Risks and Opportunities ("**CrROs**") and begin disclosing Sustainability-related Risks and Opportunities ("**SrROs**") to enhance the comprehensiveness of reporting. The Group remains committed to identifying, assessing, and managing sustainability- and climate-related risks and opportunities, and will continue to expand the scope and depth of disclosures to achieve full alignment with IFRS SDS and SGX requirements. The Group has appointed BDO Advisory Pte. Ltd. as the Internal Auditor of the Group who has performed an internal review of this Sustainability Report.

We have not sought external assurance for this Sustainability Report. The Group will continue to enhance its data collection and sustainability reporting processes. Moving forward, as our sustainability reporting becomes more developed, the Group may consider obtaining independent assurance.

For any queries or to deliver feedback about this Sustainability Report, please contact:

Sustainability Steering Committee
Bukit Sembawang Estates Limited
2 Bukit Merah Central
#13-01
Singapore 159835
Email address: ssc@bukitsembawang.sg

External Charters and Principles

BSEL is regulated by the Securities and Futures Act 2001 of Singapore ("**SFA**"), the SGX-ST Listing Manual, and other relevant regulations. This Sustainability Report was developed in alignment with the Sustainability Reporting Guide set out in the SGX-ST Mainboard Listing Rules 711A and 711B of the SGX-ST Listing Manual.

Our Membership

The associations that we support are as follows:

REDAS

Real Estate Developers'
Association of Singapore



Singapore Green
Building Council

SNEF

Singapore National
Employers Federation

SBF

Singapore Business
Federation

SUSTAINABILITY REPORT

BOARD STATEMENT

Dear Stakeholders,

Climate change continues to present material physical risks through the increasing frequency and severity of extreme weather events globally, while evolving regulatory developments, particularly in Singapore, are driving enhanced sustainability reporting requirements and more stringent environmental standards. At the same time, the global operating environment has become more complex due to geopolitical tensions, including the ongoing United States–China trade dynamics, developments in the Middle East, and disruptions affecting global trade routes and energy markets. These challenges have contributed to supply chain disruptions and increased material and energy costs, reinforcing the importance of disciplined cost management, supply chain resilience, and proactive risk oversight.

Against this backdrop, the Group remains committed to integrating sustainability considerations into its long-term business strategy while navigating evolving regulatory requirements and operating challenges. Over the years, we strengthened our processes for identifying and managing environmental risks, improving operational efficiency, and enhancing supply chain resilience. Key initiatives included energy efficiency improvements and the incorporation of green building features, supporting our efforts to reduce environmental impact while creating long-term value for stakeholders.

The Board continues to oversee EESG matters that are material to the Group, providing strategic direction and monitoring the effectiveness of the Group's risk management and sustainability frameworks. This includes ensuring that appropriate policies, controls, and initiatives are in place to address sustainability priorities and emerging external risks. As part of its governance responsibilities, the Board reviews and approves the Group's annual Sustainability Report.

As stakeholder expectations and sustainability-related requirements continue to evolve, the Group remains focused on strengthening its resilience, enhancing its sustainability performance, and delivering sustainable value. The Board would like to thank all stakeholders for their continued support as we advance our sustainability journey.



SUSTAINABILITY REPORT

OUR EFFORTS TO CREATE SUSTAINABLE VALUE

Stakeholder Engagement

We recognise that our stakeholders are fundamental components that determines the long-term success of the Group. Hence, communication and good relationships are critical for evaluating the needs of all stakeholders. By addressing challenges crucial to the Group's business and stakeholders, BSEL will be better positioned to build long-term sustainable value.

BSEL understands the significance of stakeholder engagement in business strategy creation. As such, BSEL emphasises stakeholder inclusivity through regular interaction with the highest level of transparency. Engaging stakeholders is critical to understanding their perspectives on key EESG matters and how our business operations may influence them. Our key stakeholders comprise BSEL's internal workforce, customers, local communities, government regulators, investors, and contractors.

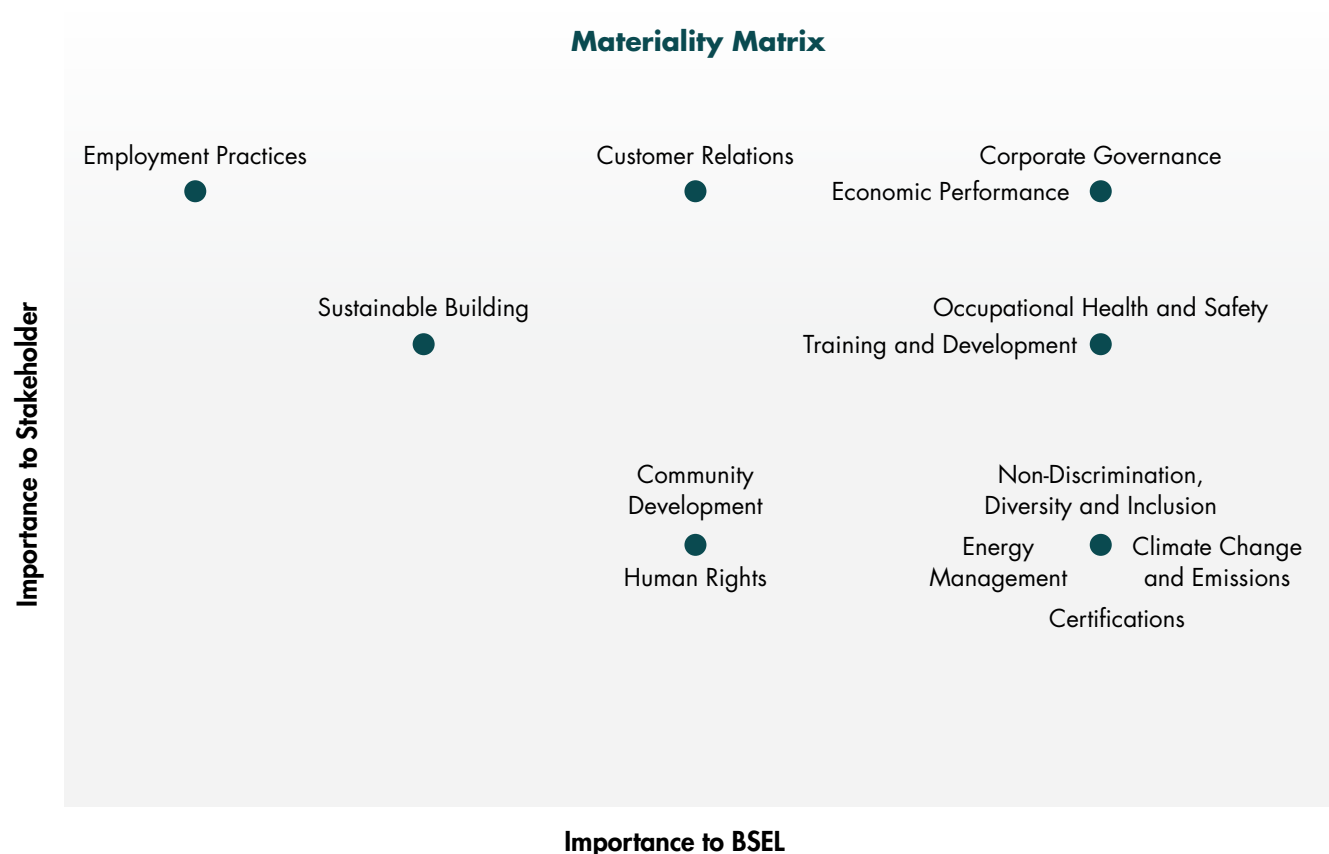
We communicate with our stakeholders through various methods, including emails, community outreach programs, and surveys. By consistently communicating with our stakeholders, we can identify their concerns, assess risks and opportunities, and recognise significant EESG matters. The following table details our engagement activities with our key stakeholders.

Key Stakeholders	Engagement Methods	Frequency	Key Issues
 Government/Regulators	Participation in government initiatives and policy working groups	Ad hoc basis	- Anti-corruption - Environmental compliance
 Employees	- Performance appraisals - Staff bonding events - Staff orientation for new employees - Training course options for employees	Annually/ Ad hoc basis	- Training and education - Diversity and equal opportunity - Employment practices
 Investors	- Annual General Meetings - Annual Reports - Notices, Circulars, and Announcements	Annually/ Ad hoc basis	- Economic performance - Anti-corruption - Socio-economic compliance
 Customers	Face-to-face meetings	Ad hoc basis	Customer privacy
 Contractors	- Periodic consultant and site meetings - Contractor/supplier evaluation exercises	Regularly/ Ad hoc basis	Occupational health and safety
 Local Communities	Corporate Social Responsibility ("CSR") initiatives	Annually/ Ad hoc basis	CSR
 Media	Media announcements	Ad hoc basis	Compliance

SUSTAINABILITY REPORT

Materiality Assessment

In FY2026, BSEL conducted a desktop review of the EESG topics¹ that are material and significant to the Group's business strategy and operations, reaffirming that all material EESG topics identified in our FY2024 materiality assessment remain relevant. As a result, the final list of 13 material EESG topics has been endorsed and approved by the Board to be included in this year's Sustainability Report.



¹ Non-material EESG topics covered by the stakeholder engagement survey include Economic Contribution to Society, Waste Management, Water Management and Assurance of Sustainability Report.

SUSTAINABILITY REPORT

No.	Material EESG Topics	Our FY2026 Targets	Our FY2026 Progress	Our Short-, Medium- and Long-term Targets
1.	Economic performance 	Maintain or improve economic value generated for shareholders and stakeholders subject to market conditions.	Maintained economic value generated for shareholders and stakeholders through quality developments and investments.	Maintain or improve economic value generated for shareholders and stakeholders subject to market conditions.
2.	Corporate governance 	Maintain a record of zero known incidents of corruption and customer data breaches.	There were no known incidents of corruption or customer data breaches.	Maintain a record of zero known incidents of corruption and customer data breaches.
3.	Energy management 	- Headquarter - Maintain the energy consumption intensity goal of equal to or less than 158 kWh/employee/month. - Development projects (show flats) - Maintain energy consumption intensity goals of equal to or less than 600 kWh per \$ in million of revenue. - Properties under management (FROS) - Maintain energy consumption intensity goal of equal to or less than 201 kWh/m² of Gross Floor Area ("GFA").	- Headquarter - Recorded an energy consumption intensity of 73 kWh/employee/month at our headquarter, successfully meeting our FY2026 target. - Development projects (show flats) – Energy consumption intensity recorded to be 1,045 kWh per \$ in million of revenue. - Properties under management (FROS) - Recorded an energy consumption intensity of 183 kWh/m² of GFA, achieving our target set.	- Headquarter - Maintain the energy consumption intensity goal of equal to or less than 158 kWh/employee/month. - Development projects (show flats) - Maintain energy consumption intensity goals of equal to or less than 600 kWh per \$ in million of revenue. - Properties under management (FROS) - Maintain energy consumption intensity goal of equal to or less than 201 kWh/m² of GFA.
4.	Climate change and emissions 	Maintain GHG emissions intensity goal of equal to or less than 2.70 tonnes CO₂e per \$ in million of revenue.	GHG emissions intensity (Scope 1 and Scope 2) recorded at 3.28 tonnes CO₂e per \$ in million of revenue.	Maintain GHG emissions intensity goal of equal to or less than 2.70 tonnes CO₂e per \$ in million of revenue.
5.	Sustainable building 	Maintain the approach to achieve Building and Construction Authority ("BCA") Green Mark certification for future projects.	The Group has applied to the BCA for Green Mark certification for our development, 8@BT. The project obtained Green Mark Platinum Super Low Energy (Provisional Certificate) on 19 June 2025.	To consistently achieve and maintain BCA Green Mark certification for all future development projects.

SUSTAINABILITY REPORT

No.	Material EESG Topics	Our FY2026 Targets	Our FY2026 Progress	Our Short-, Medium- and Long-term Targets
6.	Employment practices 	Maintain regular performance assessments for all our employees.	All employees received regular performance assessments during the Reporting Period.	Maintain regular performance assessments for all our employees.
7.	Occupational health and safety 	- Maintain zero incidents related to injury and fatalities. - Maintain no incidents of non-compliance with regulations or voluntary codes regarding health and safety.	Recorded zero incidents of injuries or fatalities, and zero cases of non-compliance with regulations or voluntary codes related to health and safety.	- Maintain zero incidents related to injury and fatalities. - Achieve no incidents of non-compliance with regulations or voluntary codes regarding health and safety.
8.	Training and development 	Maintain 19 hours of average training hours per employee.	Achieved target by recording an average of 20 training hours per employee during the year.	Maintain 19 hours of average training hours per employee.
9.	Non-discrimination, diversity and inclusion 	- Maintain equal opportunities in hiring and employment. - Maintain zero incidents relating to discrimination.	Continue to uphold equal opportunities in hiring and employment, with no reported incidents of discrimination during the year.	- Maintain equal opportunities in hiring and employment. - Maintain zero incidents relating to discrimination.
10.	Human rights 	Maintain zero incidents relating to breach of human rights.	No reported incidents of human rights breaches during the year.	Maintain zero incidents relating to breach of human rights.
11.	Customer relations 	Target zero incidents of non-compliance with regulations or voluntary codes regarding the health and safety of our products/services.	Recorded zero incidents of non-compliance with regulations or voluntary codes regarding the health and safety of our products/services.	Target zero incidents of non-compliance with regulations or voluntary codes regarding the health and safety of our products/services.
12.	Community development 	- Maintain our efforts and initiatives to help charities with our resources. - Continue to maintain the trees that were planted in previous years.	Continued our efforts and initiatives to support charities and maintained the trees planted in previous years.	- Maintain our efforts and initiatives to help charities with our resources. - Continue to maintain the trees that were planted in previous years.
13.	Certifications 	- Retain Eco Office (3-Leaf) Award. - Maintain ISO 14001:2015.	Retained the Eco Office (3-Leaf) Award and maintained ISO 14001:2015 certification.	- Retain Eco Office (3-Leaf) Award. - Maintain ISO 14001:2015.

SUSTAINABILITY REPORT

UPHOLDING SOUND CORPORATE GOVERNANCE PRACTICES

The Group's corporate ethics and governance standards serve as an established foundation. In this respect, the Board establishes the Company's ethical standards, while the BSEL's systems, processes, procedures, and policies have been developed to promote ethical behaviour within our organisation.

Governance on Sustainability Practices



Board of Directors

The Board has ultimate responsibility for the oversight of the Group's SrROs, including material EESG topics and CrROs. Sustainability and climate considerations are integrated into the Group's governance framework, Enterprise Risk Management ("**ERM**") processes, and strategic decision-making, and are recognised as fundamental to the Group's long-term value creation.

Key responsibilities include but are not limited to:

- Oversight of SrROs.
- Oversight of material EESG and sustainability-related matters.
- Oversight of the Group's sustainability reporting process.

The Board discharges its oversight duties by reviewing relevant strategies, policies, performance metrics and targets, and by considering their implications for the Group's strategy, capital allocation, major business decisions, and operational planning. In doing so, the Board may consider relevant trade-offs associated with climate-related risks and opportunities, including short-, medium- and long-term impacts, financial costs, operational resilience, and stakeholder expectations when evaluating strategic options.

Sustainability- and climate-related matters are discussed at least annually at Board meetings and more frequently where developments or emerging risks require escalation. The Board also oversees the sustainability reporting process and approves the annual Sustainability Report. The oversight responsibilities of the Board and the delegated responsibilities in relation to SrROs are embedded within the Group's mandates, terms of reference, and internal governance policies, which set out responsibilities relating to strategy, risk management, performance monitoring, reporting, and the oversight of management committees that support implementation, monitoring, and escalation.

All Directors have completed the sustainability training programmes prescribed by the SGX-ST, ensuring that the Board remains up-to-date and possesses the appropriate skills and competencies to oversee climate-related risks and opportunities. The Board will continue to keep under review the potential incorporation of sustainability- and climate-related performance metrics into remuneration policies as the Group's sustainability and climate targets mature.

SUSTAINABILITY REPORT

Sustainability Steering Committee ("SSC")

Oversight of sustainability matters are delegated to the SSC, which is chaired by the Chief Executive Officer ("CEO") and comprises all Heads of Departments.

Key responsibilities include but are not limited to:

- Managing sustainability and climate-related risks and opportunities.
- Developing and implementing Group-wide sustainability and climate initiatives.
- Monitoring performance against metrics and targets.

The SSC is responsible for the strategic management of sustainability and climate-related risks and opportunities, including and not limited to, the development and implementation of Group-wide initiatives, performance metrics and targets, and for monitoring progress against these measures. The SSC reports performance outcomes, emerging risks, and material matters to the Board, with defined reporting, review, and escalation requirements, and material matters subject to Board review or approval.

The SSC employs internal controls and procedures to monitor and manage climate-related risks and opportunities, including data collection, performance monitoring, and reporting processes. These controls and procedures are integrated, where applicable, into relevant internal functions such as risk management, finance, and operational management.

Sustainability Task Force ("STF")

The STF is chaired by the Head of Property Management and comprises representatives from relevant functions.

Key responsibilities include but are not limited to:

- Executing sustainability and climate-related initiatives.
- Coordinating sustainability data and reporting.
- Identifying operational sustainability and climate-related risks.

The STF supports the execution of sustainability and climate-related initiatives, coordinates sustainability data collection and reporting, and identifies operational-level sustainability and climate-related risks and improvement opportunities, which are reported to and escalated to the SSC for review and decision-making, where appropriate.

Upholding Ethical Conduct

At BSEL, we adhere to all relevant laws and regulations in our business practices and internal procedures. We endeavour to sustain elevated levels of business integrity, corporate governance, transparency, and ethics through a top-down management approach. At no point do we tolerate any corrupt or unethical behaviour.

The Group has included a series of regulations in the employee handbook to specify its ethical and compliance requirements for its workforce. The employee handbook is relevant to all Group employees and mentions explicit guidelines on accepting gifts and anti-bribery policies. We advise our employees to seek management clarification before accepting gifts from outside sources.

The Group's expectations on anti-corruption are communicated to every working level regardless of whether they are management or non-management personnel. In case of any uncertainty, employees should seek guidance from their respective heads of department. Additionally, we have created a Whistle-Blowing channel to enable anyone to report any possible breaches of business ethics. Whistle-blowers are assured protection against retaliation or penalties, as the Group is firmly committed to maintaining the confidentiality and safety of those who raise concerns in good faith.

SUSTAINABILITY REPORT

Upon employment, all new employees are required to complete a declaration of any conflict of interest. As of 31 March 2026, 100% (FY2025: 100%) of our employees, comprising management and non-management staff, were given internal training on anti-corruption and business ethics. An Anti-Corruption and Business Ethics circular was sent to all employees, including new employees who joined the Group. During the Reporting Period, there were zero (FY2025: zero) known incidences of corruption in any form.



CONFIRMED INCIDENTS OF CORRUPTION FY2026 & FY2025

0

Total number of confirmed incidents of corruption

NA

Nature of confirmed incidents of corruption

0

Total number of confirmed incidents in which employees were dismissed or disciplined for corruption

0

Total number of confirmed incidents where contracts with business partners were terminated or not renewed due to violations related to corruption

0

Public legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases

Protecting Data Privacy

We comply with Singapore's Employment and Personal Data Protection Act ("PDPA"). Following the regulations, we have formulated a set of policies, including a Privacy Policy, Personal Data Protection Policy and Guidelines, Do Not Call Policy, and Data Breach Management Plan. A data protection clause and consent option are also provided whenever stakeholders are asked for personal information. Additionally, we have created a data inventory outlining personal data collection, use, and storage. The Group's Data Protection Officers ("DPOs") manage and enforce data protection practices across the Group.

Safeguarding the security of our database and customer information is our top priority. To this end, BSEL has engaged a third party to design a series of data protection assessments and audit questionnaires to assess the data protection processes of all departments. Using these assessments and questionnaires can improve the Group's implementation of data privacy procedures. We promote employee awareness of PDPA compliance by regularly sharing information and news. Additionally, we have implemented a Data Breach Management Plan to ensure that any data breaches are promptly addressed.

Before launching any project, we take great care to ensure that we meet all the necessary authority requirements in accordance with the Group's Standard Operating Procedures ("SOP"). Accordingly, we report any such non-compliance or litigation incident to the highest levels of management within the Company. By doing so, we strive to uphold our commitment to ethical and responsible business practices while safeguarding the interests of our stakeholders and being transparent.

In FY2026, our DPOs conducted 2 PDPA training sessions (FY2025: 3) for all newly joined employees, covering key topics such as the processing of personal data, obtaining consent, data storage and disposal, and employees' responsibilities in safeguarding personal data. We also invited external trainer to conduct a PDPA Talk to improve employees' understanding of data protection rules and regulations.

To further safeguard data protection and ensure ongoing cybersecurity awareness, BSEL periodically conduct internal training sessions and distribute newsletters to staff, reinforcing best practices in data protection.

In FY2026, the Group received zero complaint concerning a personal data breach or business data loss from a regulatory body (FY2025: 1).

SUSTAINABILITY REPORT

GENERATING SUSTAINABLE ECONOMIC VALUE

BSEL is dedicated to providing high-quality property development to numerous households and takes great pride in doing so. We aim to create a long-term economic advantage for homeowners, shareholders, and stakeholders through property development and investment. For additional information regarding the Group's financial performance, please refer to pages 82 and 83 of our Annual Report.

Direct Economic Value Generated and Distributed	FY2026	FY2025
Direct Economic Value Generated: Revenue	\$346 million	\$550 million
Economic Value Distributed	\$33 million	\$29 million
Economic Value Retained	\$313 million	\$521 million

MANAGING OUR ENVIRONMENTAL IMPACTS

Building Sustainably for Long-Term

We are committed to conducting our property development business responsibly and aligning with our sustainability values to benefit all our stakeholders. To this end, we have integrated sustainable design principles into our project planning and development to reduce the carbon footprint of our projects during both the construction process and their operational lifetimes. Since 2008, we have followed BCA's Green Building Master Plan as a key component of our project sustainability strategy. Furthermore, to improve our environmental performance across our operations, we reference the ISO 14001:2015 Environmental Management System Manual 01. Numerous sustainability features are incorporated into BSEL's property developments, including:



Good Building Ventilation



North-South Orientation



Natural Ventilation



Solar Panels and EV Charging Stations (landed homes)



Use of Green-Labelled Products in Projects



Water Efficient Fittings



Energy Efficient Fittings



Heat Recovery System



Rainwater Harvesting Tank



Use of EcoPlugs

Our office was honoured to receive the Eco Office Award from the Singapore Environment Council ("SEC") for the fiscal year 2026. The Eco Office Programme, launched by SEC in 2018, aims to encourage organisations to adopt and maintain sustainable practices within their workplace environments. In a recent update to the award's tiering system, SEC restructured the recognition levels to a leaf-based format—starting from 1-Leaf (formerly Premium), progressing to 3-Leaf (formerly Champion), and culminating in 4-Leaf (formerly Elite). We were proud to be awarded the SEC Eco Office 3-Leaf certification, which reflects our continued commitment to environmental responsibility and operational sustainability. This certification is valid for a two-year period, from 17 March 2025 to 16 March 2027.



SUSTAINABILITY REPORT

Energy Consumption and Greenhouse Gas Emissions

The Group recognises the importance of responsible energy consumption in reducing our carbon footprint. We are conscious of the significant environmental impact of our operations and, thus, adhere to ISO 14001:2015 Environmental Management System standards by monitoring and regulating monthly electricity consumption across our operations.

To run our operations, we rely on energy resources in the following areas:

- Diesel is used for company transportation and despatch purposes; and
- Electricity is required for lighting, office equipment, and cooling at headquarter, show flats of the development properties as well as a serviced apartment under our management.

There was no diesel consumption in FY2026 following the disposal of the Group's vehicle.

Key statistics on the energy consumption are as follows:

Headquarter

Performance Indicator	Unit of Measurement	FY2026	FY2025
Diesel Consumption	Litres ('000)	0	1
Energy Consumption	kWh ('000)	33	33
Total Energy Consumption Intensity	kWh/employee/month	73	69

Our energy intensity registered a reading of 73 kWh/employee/month (FY2025: 69 kWh/employee/month) in FY2026. During the Reporting Period, there was no major change in the energy consumption intensity at our headquarter.

Development Projects

Performance Indicator	Unit of Measurement	FY2026	FY2025
Energy Consumption - Show Flat at 8@BT	kWh ('000)	200	120 ²
Energy Consumption - Show Unit at Pollen Collection	kWh ('000)	162	195
Total Energy Consumption Intensity	kWh per \$ million of revenue	1,045	572 ²

We continued to track our energy consumption arising from show flats of development properties. The energy consumption for FY2026 was recorded at approximately 362 MWh, as compared to 315² MWh in FY2025. The increase was mainly due to higher electricity consumption at the show flats, which were re-launched for public viewings following the completion of interior fit-out works.

BSEL continued with the solar panel system initiatives through maximising the solar panels to harness solar power on the roof of new developments. The system generates clean electricity to power common areas and shared facilities, reducing reliance on conventional grid energy while lowering GHG emissions. This initiative improves the overall energy efficiency of the development and supports the delivery of more sustainable and environmentally responsible housing.

Properties under Management

Performance Indicator	Unit of Measurement	FY2026	FY2025
Energy Consumption - Fraser Residence Orchard, Singapore (FROS)	kWh ('000)	2,426	2,483
Total Energy Consumption Intensity	kWh/m ² of GFA	183	188

In FY2026, the energy consumption intensity across properties under our management was approximately 183 kWh/m², reflecting a 2.7% decrease from 188 kWh/m² in FY2025. This positive outcome was largely driven by the implementation of various green initiatives aimed at enhancing energy efficiency.

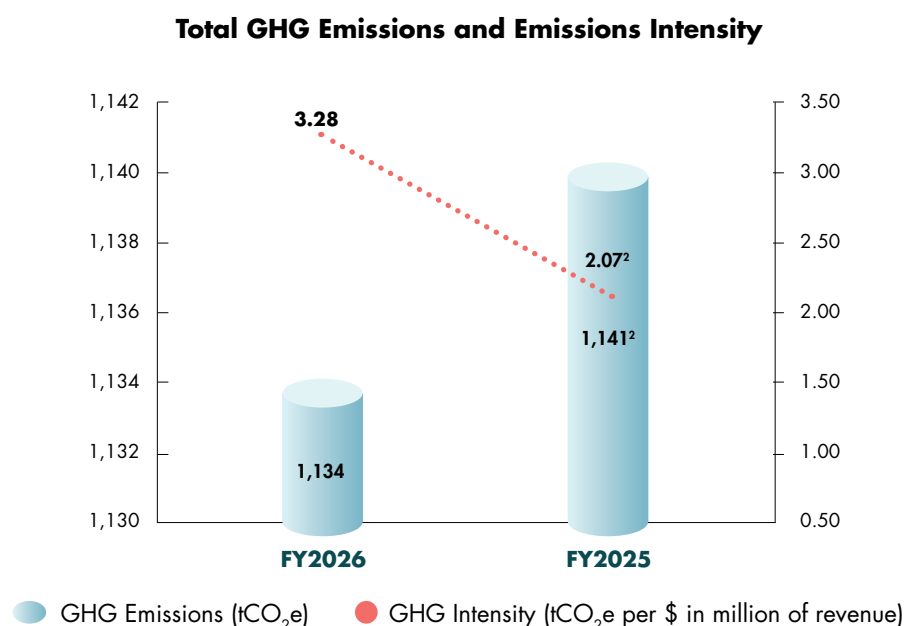
² Figures have been restated due to reporting errors.

SUSTAINABILITY REPORT

Some key initiatives include completing the corridor lighting replacement with energy-efficient LED lights and optimising air-conditioning settings to 25°C during operating hours. In the 24-hour gym areas, one unit is switched off from 2am–5am to reduce energy consumption. Additional steps include switching off the air-conditioning at all Basement 2 lift lobbies, setting the operating time of the Level 1 lift lobby air-conditioning system from 10pm–6am, and installing window film to reduce heat gain and improve indoor cooling efficiency.

To further strengthen our commitment to environmental sustainability, the STF also distributed newsletters to employees to raise awareness and encourage the reduction of electricity wastage.

The following diagram illustrates the Group's GHG emissions Scope 1 and 2³:



In FY2026, the Group did not generate any Scope 1 GHG emissions, as it neither owned nor controlled any direct emission sources and no longer maintained company transport for despatch operations. The total GHG emissions intensity has increased from 2.07² tonnes of CO₂e per \$ in million of revenue in FY2025 to 3.28 tonnes of CO₂e per \$ in million of revenue in FY2026. The increase was primarily due to higher electricity consumption at the show flats, which were reopened for public viewings following the completion of interior fit-out works.

² Figures have been restated due to reporting errors.

³ The calculation of direct (Scope 1) GHG emissions used emission factor values from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories and the calculation of indirect (Scope 2) GHG emissions was based on the average Operating Margin ("OM") Electricity Grid Emission Factor published by Energy Market Authority ("EMA").

SUSTAINABILITY REPORT

Addressing Climate Change

BSEL recognises the positive and negative consequences of climate change on our business operations and overall growth. In compliance with the SGX-ST Listing Rules for the real estate sector, we acknowledge our responsibility to begin disclosing climate-related information. In FY2026, we continue disclosing our Scope 1 GHG emissions from our operations and Scope 2 GHG emissions from the development properties and properties under management. Additionally, we have disclosed pertinent information regarding climate risks and opportunities relevant to our business. In future years, we are committed to further strengthening our disclosures on climate-related information to enhance transparency and promote sustainable growth.

Strategy

To better understand and manage climate-related risks and opportunities, the Group has assessed the continued relevance of its qualitative scenario analysis by evaluating the potential impact of two climate scenarios on its transition to a low-carbon economy. The Group aims to enhance its strategies and provide more comprehensive disclosures in the future.

Scenario Analysis

To understand how climate change affects our operations, we have conducted qualitative-based scenario analysis focused on evaluating the risks and opportunities associated with two distinct climate scenarios. The first scenario aligns with global efforts to combat climate change through international cooperation and commitments to limit temperature increases. In this case, we examined climate risks in a situation where the rise in global temperatures is capped at an average of well below 2°C above pre-industrial levels by the end of the century. The second scenario involves no mitigation efforts, where we explored climate risks by envisioning a high-emission scenario that assumes minimal policy changes. This scenario predicts an increase in global temperatures of around 4°C over the same period.

Scenario	Paris Agreement-aligned scenario (2°C)	No mitigation scenario (4°C)
Rationale	We selected this scenario to assess the impacts in an economy shifting to a low carbon world. It reflects actions required to limit global warming within the century to under 2°C.	We selected this scenario to assess our risks under a high-emission scenario, consistent with a future with limited policy changes to reduce emissions.
Underlying model	The Intergovernmental Panel on Climate Change ("IPCC") Representative Concentration Pathway ("RCP") 2.6	IPCC RCP 8.5
Assumptions made	1. Introduction to strong climate policies such as introduction of carbon tax. 2. Phasing out of fossil fuel by 2050 in net-importers and net-exporter by 2035. 3. Increased use of renewable energy. 4. Increased regulatory requirements by local statutory and regulatory board.	1. Increase in global temperature by about 3.7°C to 4.8°C above pre-industrial levels. 2. Global emissions to increase drastically by year 2100. 3. More frequent and intense heat waves. 4. Increase variability of precipitation, as well as higher risk to flood.

SUSTAINABILITY REPORT

Climate-related Risks and Opportunities

Taking into consideration the above scenarios, we continued our effort in evaluating and assessing climate-related risks and opportunities presented to our Group and operation similar to what the Group has done in FY2025. Based on our continuous assessment of climate risk, the climate-related risks and opportunities identified remain relevant in FY2026 across our operations that have potential financial impacts in the short- (0 to 3 Years), medium- (3 to 10 years), and long-term (>10 years).

We will progressively strengthen our scenario analysis, with a financial impact assessment of such risks and opportunities. The following describes the six (6) prioritised climate-related risks and five (5) climate-related opportunities and their potential impacts that are deemed relevant in FY2026.

CLIMATE-RELATED RISKS Transition – Policy and Legal Exposure to Litigation	Description Exposure to litigation particularly under a 2°C scenario, where stricter regulations may heighten legal challenges for non-compliance with emissions targets. However, under a 4°C scenario, lawsuits could arise from stakeholders holding organisations accountable for environmental harm or insufficient adaptation to physical climate impacts.	Potential Implications and Impacts - Negative impact on Company's reputation. - Additional costs incurred in responding to litigation. Timeframe Medium- to long-term
CLIMATE-RELATED RISKS Transition – Policy and Legal Expansion of Carbon Pricing Mechanism	Description The cost of reducing carbon emissions will be higher due to the more aggressive carbon tax regimes implemented in the countries where we operate, in the 2°C scenario. Stricter constraints on emissions, such as the Singapore Carbon Pricing (Amendment) Act 2022, issued to advance Singapore's transition towards net-zero in alignment with the Singapore Green Plan 2030, along with the increase in carbon emissions pricing, will inevitably raise our operating expenses and costs.	Potential Implications and Impacts - Increased carbon emission reduction cost. - Increased compliance cost and potential carbon tax expenses. Timeframe Medium- to long-term
CLIMATE-RELATED RISKS Transition - Market Changes in Customer Behaviour	Description In a scenario where temperatures exceed 4°C, there could be substantial revenue losses related to change of consumer preferences over flood-resistant buildings and infrastructure as a result of rising sea levels and extreme weather conditions. Failure to meet the evolving customer preferences for low-carbon building materials may result in a loss of market share.	Potential Implication and Impact Decreased revenue due to reduced demand for goods and services as a result of changes in consumer preferences and loss of trust. Timeframe Medium- to long-term
CLIMATE-RELATED RISKS Transition - Reputation Increased Stakeholders' Concern	Description Increased expectations and stringent climate disclosure requirements imposed by various stakeholders, such as regulators, investors, suppliers, and customers, may lead to higher compliance costs. In a 2°C scenario, operational and compliance expenses may rise further due to heightened climate action expectations. The urgent need to transition towards low-carbon business model will significantly increase costs but failure in meeting relevant expectations may result in adverse impacts on the Group's reputation.	Potential Implications and Impacts - Increased costs to facilitate stakeholder communications and respond to their concerns. - Increase operational and compliance cost. Timeframe Short- to medium-term
CLIMATE-RELATED RISKS Physical - Acute Increased Severity of Extreme Weather Events such as Intense Precipitation, Storm, Floods, and Heatwaves Physical – Chronic Rising Mean Temperatures	Description As a result of the increased frequency and severity of flash floods and rising mean temperatures, it is estimated that the majority of costs will stem from rising operational and maintenance expenses. Extreme weather events may impact work productivity and cause significant economic damage to our assets, machinery, and buildings. Regular reviews will be required to prepare for flood/storm scenarios under different conditions, with substantial cost expected to incur in a scenario where temperatures exceed 4°C.	Potential Implications and Impacts - Additional construction costs and delivery delays due to construction disruption. - Additional operating costs due to supply chain disruption and potential infrastructure and assets damage as a result of climate change. Timeframe Short- to medium-term Medium- to long-term

SUSTAINABILITY REPORT

CLIMATE-RELATED OPPORTUNITIES Transition - Market Market Demand for Green Finance	Description Driven by climate change, investors seek sustainable opportunities, while businesses capitalise on climate-related opportunities such as green finance to fund eco-friendly projects under the 2°C scenario.	Potential Implication and Impact Increased diversification of financial assets (e.g., green bonds and infrastructure). Timeframe Short- to medium-term
CLIMATE-RELATED OPPORTUNITIES Transition - Resource Efficiency Raw Material Re-usage	Description By reusing raw materials, the Group can reduce waste, lower production costs, and minimise environmental impact. This practice aligns with circular economy principles and helps our businesses meet increasing regulatory and consumer demands for sustainable operations under the IPCC RCP 2.6 scenario.	Potential Implication and Impact The monetisation of reusable construction materials creates an additional revenue stream. Timeframe Medium- to long-term
CLIMATE-RELATED OPPORTUNITIES Transition - Knowledge Climate Transition Leadership	Description By demonstrating leadership in climate transition adopt sustainable practices, reduce emissions, and align with regulatory frameworks. This leadership not only enhances brand reputation but also attracts investors and stakeholders committed to sustainability and long-term environmental goals.	Potential Implication and Impact First mover leverage to knowledge and resources revolving around climate action within the real estate industry. Timeframe Short- to medium-term
CLIMATE-RELATED OPPORTUNITIES Transition - Market Use of Public-sector Incentives	Description Leveraging public-sector incentives can help the Group manage rising compliance costs by supporting sustainability initiatives and enhancing competitiveness.	Potential Implication and Impact Lower construction cost with the incorporation of reusable raw materials in the construction of new real estate properties. Timeframe Medium- to long-term
CLIMATE-RELATED OPPORTUNITIES Transition - Energy Source Use of Lower Emission Sources of Energy	Description Using lower emission sources of energy, such as solar, wind, and hydro, helps reduce carbon footprints, comply with regulations, and meet consumer demand for sustainability, supporting long-term climate goals.	Potential Implication and Impact Increased capital availability (e.g., as more investors favour lower-emissions producers). Timeframe Medium- to long-term

BSEL has undertaken measures to bolster its long-term strategy and enhance its residential projects' resilience to climate-related risks and opportunities. The Group has implemented various initiatives, such as increasing the quantity of solar panels installed within its buildings to minimise reliance on fossil fuel energy sources and reduce grid energy consumption by homeowners. Additionally, BSEL has deployed Integrated Digital Delivery ("IDD"), Integrated Concurrent Engineering ("ICE") meetings and Building Information Modelling ("BIM") based documentation in our Development Project Management.

Risk Management

BSEL's ERM framework incorporates sustainability-related risks, including physical and transition climate-related risks, as strategic risks. The framework applies consistent governance, assessment, and prioritisation processes across the Group, ensuring that climate and sustainability considerations are systematically identified, assessed, prioritised, managed, and monitored alongside other enterprise-wide risks.

Climate-related risks are identified through the Group's risk identification process and assessed using defined risk criteria. Risk assessments leverage internal operational and financial data, external climate-related information, and cover the Group's operations. Risks are evaluated based on type, likelihood of occurrence, potential impact, and time horizon.

Climate-related risks are informed by the outputs of climate scenario analysis conducted as part of the Group's forward-looking assessments. These outputs support the identification and assessment of climate-related risks within the ERM framework and, where relevant, guide the identification of climate-related opportunities under different climate pathways. Identified climate risks are prioritised alongside other enterprise-wide risks within the ERM framework, based on potential impact and likelihood. Risks are monitored on an ongoing basis, with formal reviews conducted at least annually. Key risks are reported to the Audit and Risk Management Committee ("ARMC"), which oversees the adequacy and effectiveness of the Group's risk management and internal control systems, and reports to the Board, which retains ultimate responsibility for risk oversight. There were no changes to the processes used to identify, assess, prioritise, and monitor climate-related risks compared to the previous reporting period.

SUSTAINABILITY REPORT

BSEL also identifies and assesses climate-related opportunities as part of its sustainability and risk management processes. Opportunities are analysed through a review of operational, strategic, and market trends and assessed at a high level based on potential impacts on efficiency, resilience, and long-term strategic positioning. They are prioritised according to expected value, feasibility and monitored through the ERM framework to track progress and integration into strategic planning. Scenario analysis outputs are applied, where relevant, to guide opportunity identification.

The processes for identifying, assessing, prioritising, and monitoring climate-related risks and opportunities are fully embedded within the Group's ERM framework, applying the same risk taxonomy, assessment criteria, escalation thresholds, and governance structure as other enterprise-wide risks. This ensures climate considerations are consistently incorporated into enterprise risk profiling, management reporting, and decision-making, including strategic planning, capital allocation, and operational oversight.

The Group will continue to enhance its climate risk management capabilities by strengthening approaches to climate-related risk mitigation and adaptation, refining processes, controls, and monitoring mechanisms, ensuring integration into the ERM framework, and safeguarding stakeholders' interests and the Group's assets.

Metrics and Targets

Achieving our sustainability and climate-related goals requires setting targets, measuring, and improving performance indicators throughout our sustainability journey. To provide our stakeholders with a better understanding of our efforts and progress in managing our key climate-related risks and opportunities, we actively monitor and track our electricity consumption, Scope 1 and Scope 2 GHG emissions as well as intensity-based metrics at our headquarters, show flats and serviced apartment under management (see details in *Energy Consumption and Greenhouse Gas Emissions*).

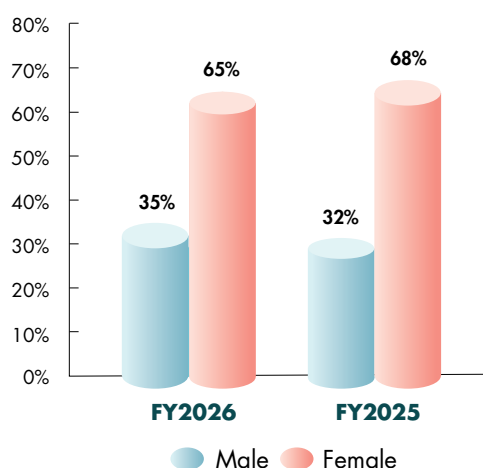
In line with our commitment to strengthening corporate resilience to climate change, we have set ongoing targets for environmental metrics to reduce energy usage and GHG emissions by ISO 14001:2015 standards. For more information, please refer to pages 56 and 57 of this Sustainability Report.

SUPPORTING OUR PEOPLE

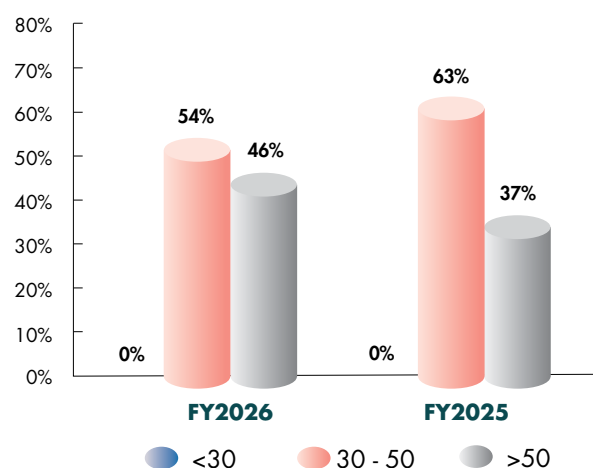
Hiring and Developing Our Workforce

We acknowledge that our workforce plays a critical role in driving our business growth and achieving our objectives. Thus, we prioritise providing a secure and safe work environment, competitive compensation packages, continuous learning, and development opportunities, and promoting work-life balance. We regularly evaluate employee benefits to ensure they remain relevant and competitive in attracting top talent. Our organisation advocates for a workplace culture that values inclusivity, respect, diversity, and equality. Furthermore, we strive to provide equal career opportunities to all employees⁴, encouraging them to explore and enhance their skill sets. To foster better employee engagement, we engaged an external party to conduct periodic employee surveys to gather insights into their perspectives and commitment to our organisation.

Number of Employees by Gender



Number of Employees by Age Group

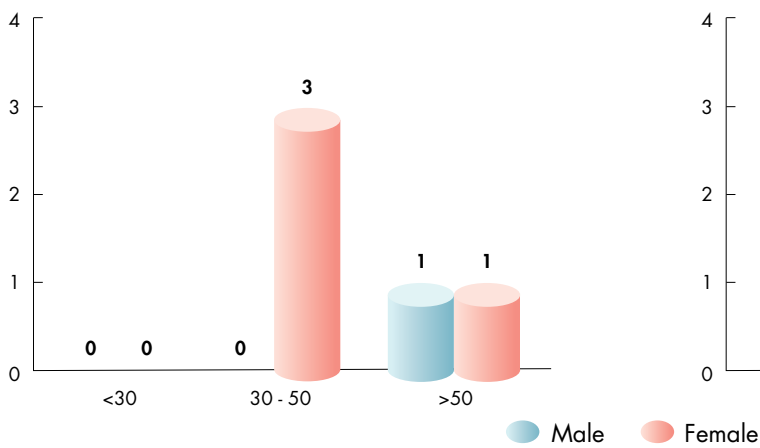


⁴ All 37 (FY2025: 40) individuals under BSEL's employment are full-time, with 27 (FY2025: 29) permanent employees and 10 (FY2025: 11) contractual employees.

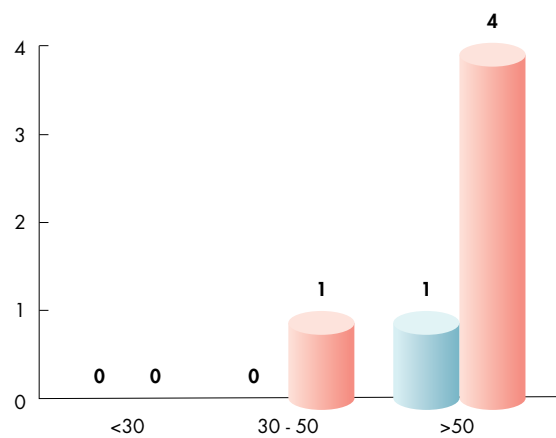
SUSTAINABILITY REPORT

The health and well-being of our employees are crucial to the long-term success and prosperity of our Company. By fostering a secure and supportive work environment, we aim to safeguard the welfare of our staff. We acknowledge that a workplace culture that values well-being can enhance employee performance, ensuring a motivated and productive workforce. In FY2026, we recruited 5 (FY2025: 6) new employees, resulting in a 14% (FY2025: 15%) new hire rate. Our ability to attract, retain, and develop our workforce is critical to the Company’s success. Nevertheless, employee turnover is an inevitable aspect of any organisation and BSEL management will analyse employee turnover to identify its underlying causes. During the reporting year, we experienced 8 (FY2025: 7) employee turnovers and maintained our turnover rate at 22% (FY2025: 18%).

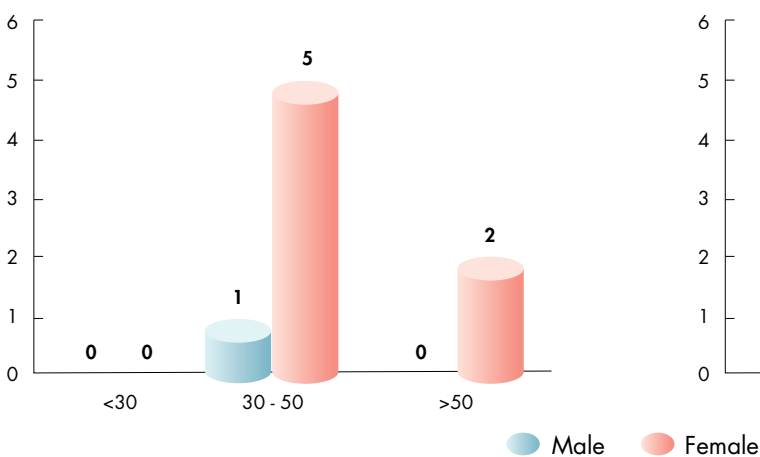
FY2026
Number of New Employees Hired by Age Group



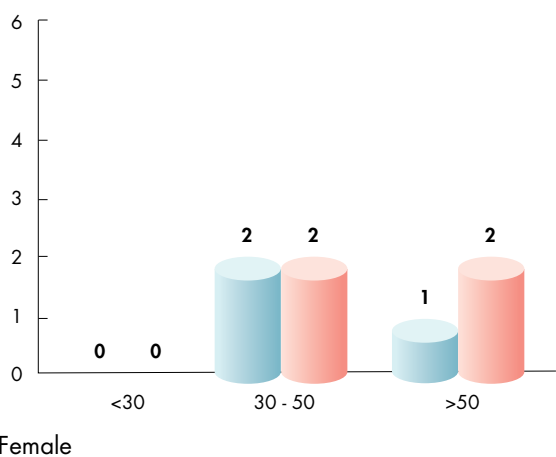
FY2025
Number of New Employees Hired by Age Group



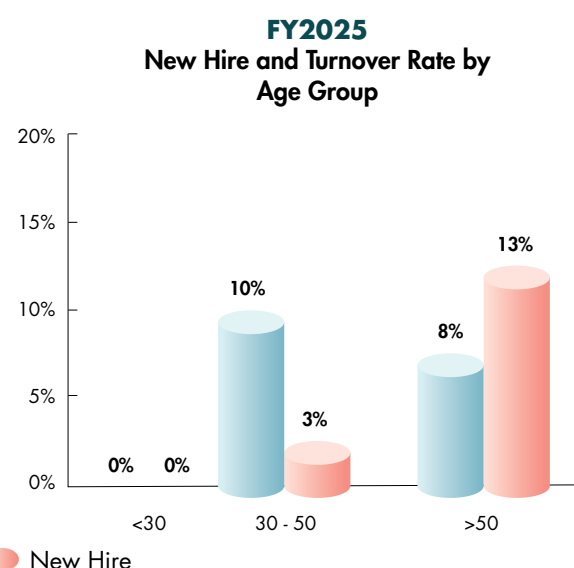
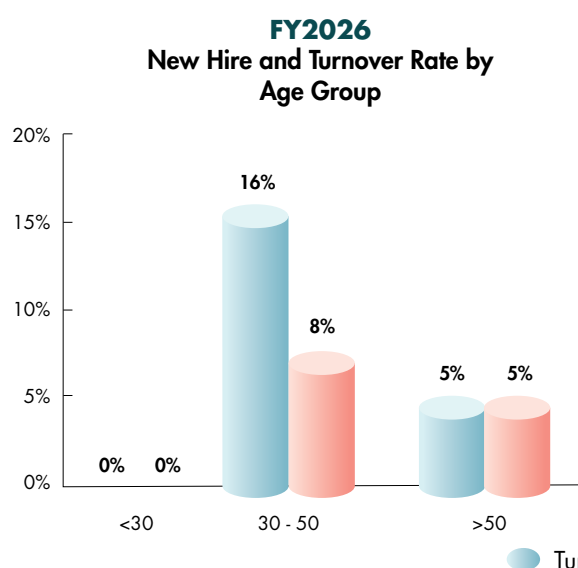
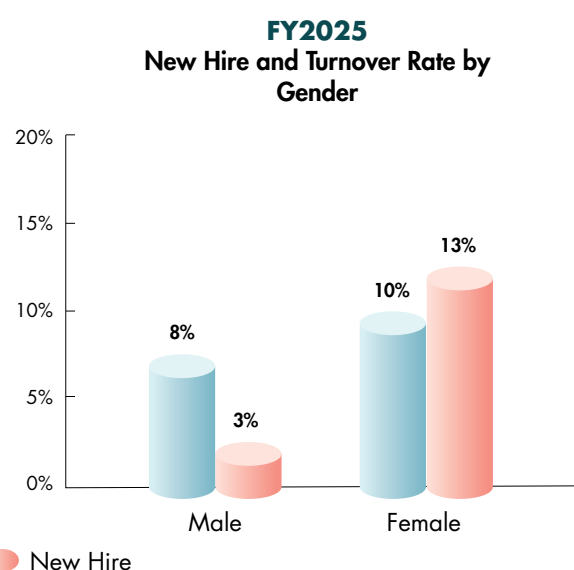
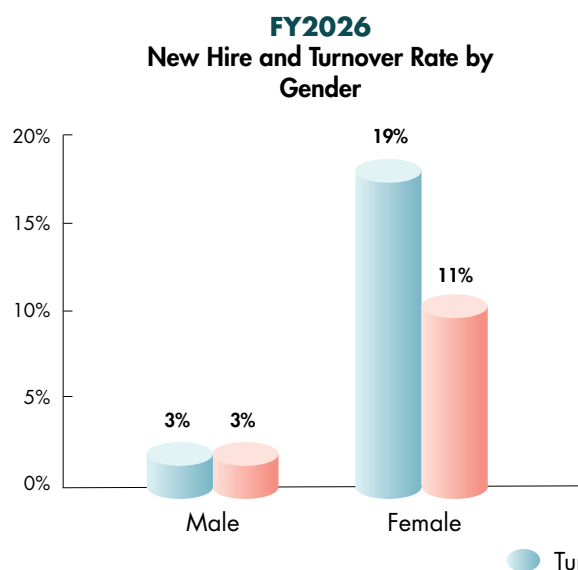
FY2026
Number of Employees Turnover by Age Group



FY2025
Number of Employees Turnover by Age Group



SUSTAINABILITY REPORT

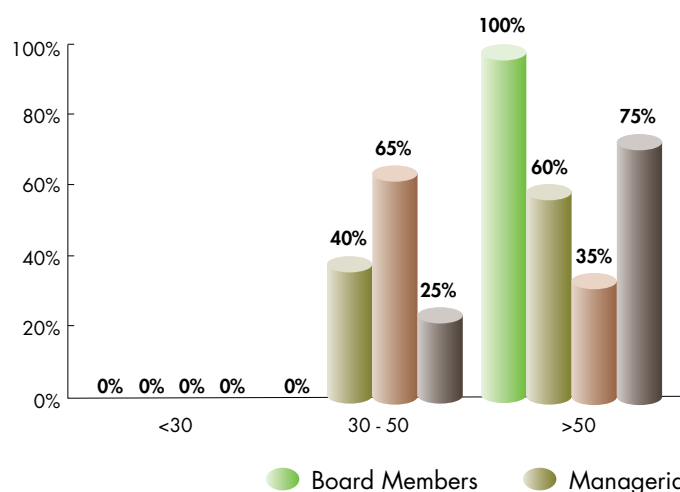


Fostering Diversity and Inclusion at Workplace

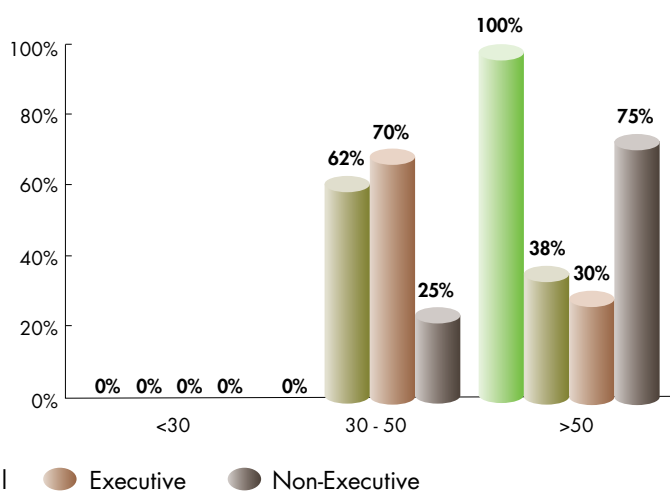
As an integral aspect of our organisational ethos, we are dedicated to preserving diversity and promoting inclusivity within our workplace, fostering a culture of equality to create a harmonious and accepting work environment. To this end, our recruitment practices are grounded in providing opportunities for all, irrespective of their race, ethnicity, gender, age, or physical ability. We firmly believe that fostering a diverse and inclusive workplace is a valuable asset for our Company, creating a culture of respect and cooperation among all employees and stakeholders. The same is also reflected in the Group's Board composition. The objective is to give the Board a good range of perspectives, capabilities, qualifications, experience, and knowledge to enhance the Board composition to fulfil the Company's ambitions and strategic goals.

SUSTAINABILITY REPORT

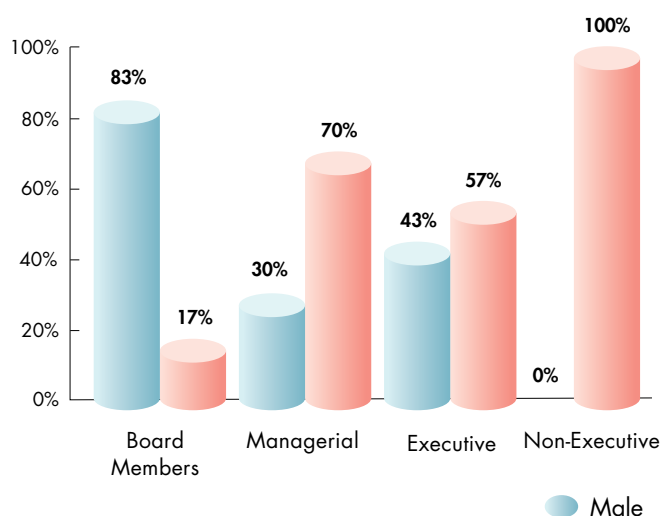
FY2026
BSEL Diversity by Age Group



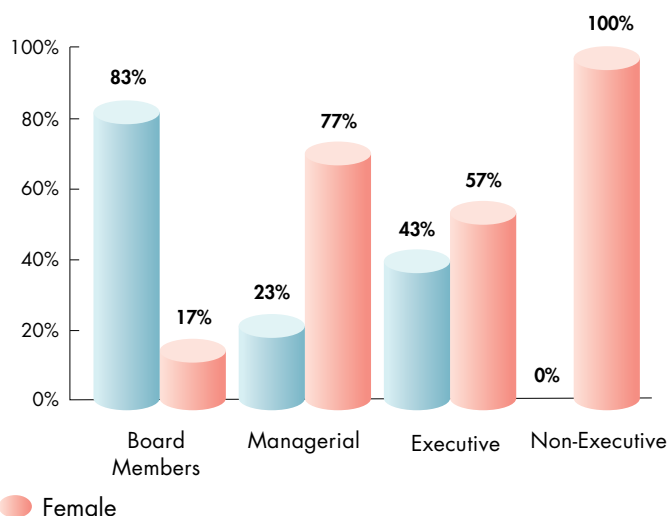
FY2025
BSEL Diversity by Age Group



FY2026
BSEL Diversity by Gender



FY2025
BSEL Diversity by Gender



Upholding Human Rights

As an ethical employer, BSEL upholds the rights of its employees by ensuring fair treatment and equal opportunities for all while eliminating all forms of discrimination. We have made it clear in our employee handbook that mutual respect is a core value of our Company and that we have a zero-tolerance policy towards harassment and discrimination in the workplace. We provide all employees with access to the handbook to ensure that they understand our values and policies. Additionally, to promote transparency and protect whistle-blower(s), we have established a confidential communication channel where employees can report any concerns related to human rights violations without fear of retaliation.

Throughout the reporting period, zero (FY2025: zero) incidents of discrimination were reported within the organisation. To ensure that our employees are fully informed of our unwavering dedication to upholding human rights, non-discrimination, and fair treatment, as well as our fight against all forms of harassment, we regularly disseminate the Human Rights Circular to all employees as a reminder of our Company's values and commitment.

SUSTAINABILITY REPORT

Career Development and Upskilling

Our employees are essential contributors to and facilitators of our business operations. It is our commitment to foster the growth and development of our employees, given their crucial role in our long-term business success. To promote our employees' career development, we have implemented several initiatives that offer them opportunities to reach their full potential. We focus on investing in our employee's growth and development by providing role-specific training that enhances their performance and learning opportunities that enable them to achieve their career aspirations. Additionally, we conduct annual performance assessments for all employees to monitor and track their performance, enabling us to assist our employees in improving their knowledge and skills.

Each year, our Human Resources department analyses the learning requirements of our employees. This helps us formulate our employee training plan and ensure that our training aligns with their career development objectives. To keep our employees informed about the latest industry developments, we encourage them to participate in knowledge exchange events organised by external regulatory and educational bodies:

REDAS

Real Estate Developers' Association of Singapore

BCA ACADEMY

BCA Academy

ISCA

Institute of Singapore Chartered Accountants

Ministry of Manpower

Ministry of Manpower

RIA
SCHOOL OF REAL ESTATE

RIA School of Real Estate

D.

Deloitte & Touche LLP

PropNex

PropNex Realty

SME Centre

SME Centre

SINGAPORE GREEN BUILDING COUNCIL

Singapore Green Building Council

pdpc PERSONAL DATA PROTECTION COMMISSION SINGAPORE

Personal Data Protection Commission (PDPC) Singapore

SIA

Singapore Institute of Architects

ST Engineering

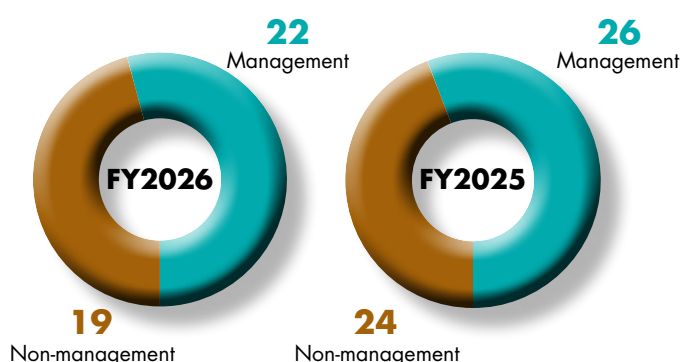
Singapore Technologies Engineering Ltd

In FY2026, we recorded an average of 20 training hours per employee (FY2025: 24 hours), exceeding the target of 19 hours set for the year. The decrease in average training hours per employee is primarily due to the IT engineer attending 60.5 hours of IT-related training during the Reporting Period, compared to 180 hours in the previous year.

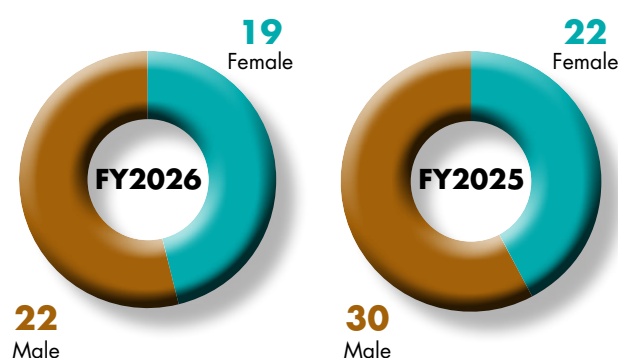
In the coming financial year, we plan to maintain our target on average training hours at 19 hours per employee.

AVERAGE TRAINING HOURS

By Employee Category



By Gender



SUSTAINABILITY REPORT

Practising Good Workplace Health and Safety

At BSEL, we consider the health and safety of our employees seriously. We are dedicated to ensuring a safe and secure work environment for all, including overseeing the safety protocols implemented by our contractors. We provide our employees with comprehensive insurance policies covering hospitalisation, surgery, outpatient therapy, and consultation expenses. We also offer pre-employment check-ups for all new employees and re-employment check-ups for employees who are rehired. In addition, all newly hired workers must undergo a Fire Warden-led Fire Drill Exercise Briefing to prepare them for potential emergencies. We provide Workplace Safety and Health ("**WSH**") training, including fire safety, first aid, and CPR-AED, to prevent accidents within our operations and equip employees with crisis response capabilities.

BSEL, as a responsible employer, is dedicated to ensuring that all safety and health measures on our construction site, implemented by our nominated contractors, are in accordance with relevant laws and regulations such as the WSH Act and the Work Injuries Compensation Act. Before any contractor appointment, pre-qualification information will be acquired, emphasising safety and health procedures as part of the due diligence process. The principal contractor assigned by BSEL will oversee the site and assume full responsibility for the safety and health of workers. Our selected major contractors hold certifications for ISO 9001:2015 Quality Management Systems and ISO 45001:2018 Health and Safety, ensuring compliance with international standards. In compliance with the WSH Act, the main contractor will appoint a Safety Officer, Environmental Control Officer, and Building Construction Safety Supervisors and form a WSH committee to ensure adherence to safety and health regulations. The main contractor also conducts daily toolbox meeting to remind the workers on the safety matters.

The main contractor submits regular WSH safety compliance reports to BSEL management at fortnightly site meetings and progress updates. Any safety incidents at the site are also discussed with the management. During these meetings, the Consultant Team, BSEL Project Manager, Resident Engineers and Resident Technical Officers may also raise any safety or health breaches that require the primary contractor's attention through site memos. If there are any violations of the WSH Act, such incidents are deliberated during Monthly Management Meetings to prevent future occurrences. To guarantee the well-being and security of our staff, BSEL contracts a Design for Safety Consultant, either through our primary consultant or trained third-party Safety Coordinators, to identify hazards, assess risks, control risks, and hold frequent meetings as a preventive measure.

Per the safety regulations, a licensed independent safety inspector hired by the main contractor carries out safety inspections at construction sites twice a year. This safety appraisal process furnishes BSEL and the primary contractor with information on safety steps and practices that can be enhanced at the construction site. We reminded the main contractor to organise frequent training programs for construction workers to decrease the chances of mishaps and wounds when working at construction sites. Furthermore, BSEL communicates and reminds our principal contractors of the importance of proper health and safety measures by sending monthly notices on workplace health, safety and welfare control.

SUSTAINABILITY REPORT

Employees

FY2026		FY2025	
Number of fatalities	0	Number of fatalities	0
Rate of fatalities	0	Rate of fatalities	0
Number of high consequences	0	Number of high consequences	0
Rate of high consequences	0	Rate of high consequences	0
Number of recordable work-related injuries	0	Number of recordable work-related injuries	0
Rate of recordable work-related injuries	0	Rate of recordable work-related injuries	0
Number of working hours		Number of working hours	
			
79,365		85,800	

Non-employees⁵

FY2026		FY2025	
Number of fatalities	0	Number of fatalities	0
Rate of fatalities	0	Rate of fatalities	0
Number of high consequences	0	Number of high consequences	0
Rate of high consequences	0	Rate of high consequences	0
Number of recordable work-related injuries	0	Number of recordable work-related injuries	0
Rate of recordable work-related injuries	0	Rate of recordable work-related injuries	0
Number of working hours		Number of working hours	
			
2,080		2,080	

A partial Stop Work Order (“**SWO**”) was issued by the Ministry of Manpower (“**MOM**”) for the Pollen Collection project following safety concerns noted during an inspection. Management took steps to address the issues and worked with the main contractor to provide the necessary safety documentation. Appropriate safety measures were put in place on-site, and the SWO was lifted after these matters were resolved.

Similarly, the BCA issued a SWO and temporarily paused the permit to start work for Luxus Hill Phase 10 following a safety hazard. Management worked closely with both the consultants and contractors to provide the necessary documentation to obtain clearances before work resumed. Safety practices were observed on-site, and the SWO was later lifted.

CARING FOR THE COMMUNITIES AROUND US

Giving Back to the Community

The Company and its employees are committed to giving back to the Singapore community through our community engagement programmes. To develop and organise our community participation efforts, the STF carries out our CSR initiatives in accordance with the CSR criteria established by the Group. The STF regularly collects feedback on community engagement initiatives to make further improvements. We have also implemented CSR-related key performance metrics at the management level to promote employee engagement in community activities.

In FY2026, the Company donated personal computers to the Engineering Good to support the organisation in serving the needs of disadvantaged communities in Singapore and engineering a better and more inclusive world.

The Company also gives back to the community by providing monetary assistance to non-profit groups and organisations annually. We endorse local non-profit groups and organisations that assist the less fortunate and handicapped. Here is the list of registered non-profit groups and organisations to which the Company has granted financial aid throughout the fiscal year.

⁵ Data exclude construction workers but account for an office despatch worker, with a working arrangement of 8 hours per day, 21.67 working days per month for FY2025 and FY2026.

SUSTAINABILITY REPORT

List of communities and organisations to which the Group provided financial aid during the Reporting Period:

1. Cerebral Palsy Alliance Singapore
 2. Singapore Association for the Deaf
 3. SPD (formerly known as "Society of the Physically Disabled")
 4. Autism Resource Centre (Singapore)
 5. Singapore Association of the Visually Handicapped
 6. Guide Dogs Singapore Ltd
 7. ARTDIS (Singapore) Ltd (formerly known as "VSA Singapore")
 8. MINDSG Ltd (formerly known as "Movement for the Intellectually Disabled of Singapore")
 9. Bright Hill Evergreen Home
 10. Lions Home for the Elders
 11. Dover Park Hospice
 12. The National Kidney Foundation
 13. Dementia Singapore Ltd (formerly known as "Alzheimer's Disease Association")
 14. Chen Su Lan Methodist Children's Home
-

The STF organised a 'Sustainability Tour at Bidadari Estate' on 1 August 2025. During this tour, we focused on Green Initiatives in the Neighbourhood. The objective of this thematic educational guided tour is to witness green mobility solutions like cycling paths and EV routes, inspiring a carbon-neutral future. It also highlighted community-driven initiatives such as organic gardens and the "ugly vegetables" movement, championing zero waste.

The STF has also organised another 'Sustainability Tour at Changi Jewel' on 4 December 2025, where participants learnt about how Jewel Changi Airport contributes to positioning Singapore as a unique air hub through its sustainability initiatives, energy-efficient features, and efforts to reduce energy consumption.

Promoting Customer Health and Safety

The building and construction industry is responsible for promoting the health and safety of customers who use the structures they build. As such, companies in this industry must adopt measures to ensure the safety of their customers, especially post-construction. We ensure that all structures we build comply with relevant health and safety regulations, including building, fire, and electrical safety codes, among others.

Moreover, we prioritise the use of sustainable materials and construction practices that not only meet safety standards but also minimise environmental impacts. A safe and healthy environment for our customers contributes to the overall appreciation of our projects in terms of quality and serviceability. By adopting IDD, we aim to reduce environmental impacts such as dust and other construction hazards that could affect the health and well-being of the communities within the perimeter of our projects.

SUSTAINABILITY REPORT

GRI CONTENT INDEX

Statement of Use	BSEL has reported in accordance with the GRI Standards 2021 for the period 1 April 2025 to 31 March 2026
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standards	Not applicable

GRI Standard	Disclosure	Page	Omission		
			Requirements Omitted	Reasons	Explanation
GRI 2: General Disclosures 2021					
GRI 2: General Disclosures 2021	2-1 Organisational details	45-46			
	2-2 Entities included in the organisation’s sustainability reporting	45-46			
	2-3 Reporting period, frequency and contact point	45-46			
	2-4 Restatements of information	56-57			
	2-5 External assurance	46		Information unavailable/ incomplete	As part of implementing internal controls over its data collection and sustainability reporting processes, the Company has appointed BDO Advisory Pte. Ltd. as the Internal Auditor of the Company who will perform internal review to ensure the report disclosures are in order.
	2-6 Activities, value chain and other business relationships	45-46			
	2-7 Employees	61-64			
	2-8 Workers who are not employees	-		Not applicable	BSEL engaged a third party that deployed its employee to perform despatch work for BSEL. The person who performs the despatch work is not an employee of BSEL.

SUSTAINABILITY REPORT

GRI Standard	Disclosure	Page	Omission		
			Requirements Omitted	Reasons	Explanation
	2-9 Governance structure and composition	19-21			
	2-10 Nomination and selection of the highest governance body	22-24			
	2-11 Chair of the highest governance body	19-20			
	2-12 Role of the highest governance body in overseeing the management of impacts	52-53			
	2-13 Delegation of responsibility for managing impacts	52-53			
	2-14 Role of the highest governance body in sustainability reporting	52-53			
	2-15 Conflicts of interest	18, 53-54			
	2-16 Communication of critical concerns	46, 48			
	2-17 Collective knowledge of the highest governance body	52			
	2-18 Evaluation of the performance of the highest governance body	22-24			
	2-19 Remuneration policies	27-30			
	2-20 Process to determine remuneration	27-28			
	2-21 Annual total compensation ratio	-			The ratio of the annual total compensation of the highest paid individual to that of the median employee is estimated to be 8.83:1.
	2-22 Statement on sustainable development strategy	47			
	2-23 Policy commitments	53-54, 64			
	2-24 Embedding policy commitments	53-54, 64			
	2-25 Processes to remediate negative impacts	64-65			

SUSTAINABILITY REPORT

GRI Standard	Disclosure	Page	Omission		
			Requirements Omitted	Reasons	Explanation
	2-26 Mechanisms for seeking advice and raising concerns	46, 64			
	2-27 Compliance with laws and regulations	53-54, 66-67			
	2-28 Membership associations	46			
	2-29 Approach to stakeholder engagement	48			
	2-30 Collective bargaining agreements	-		Not applicable for BSEL	BSEL has yet to implement policies on collective bargaining agreements.
GRI 3: Material Topics 2021					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	49			
	3-2 List of material topics	50-51			
Material Topic: Economic Performance					
GRI 3: Material Topics 2021	3-3 Management of material topics	55			
GRI 201: Economic Performance	201-1 Direct economic value generated and distributed	55			
Material Topic: Corporate Governance					
GRI 3: Material Topics 2021	3-3 Management of material topics	52-54			
GRI 205: Anti-Corruption	205-2 Communication and training about anti-corruption policies and procedures	53-54			
	205-3 Confirmed incidents of corruption and actions taken	54			
Material Topic: Energy Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	56			
GRI 302: Energy	302-1 Energy consumption within the organisation	56			
	302-3 Energy intensity	56			

SUSTAINABILITY REPORT

GRI Standard	Disclosure	Page	Omission		
			Requirements Omitted	Reasons	Explanation
Material Topic: Climate Change and Emissions					
GRI 3: Material Topics 2021	3-3 Management of material topics	57			
GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	57			
	305-2 Indirect (Scope 2) GHG emissions	57			
	305-4 GHG emissions intensity	57			
Material Topic: Employment Practices					
GRI 3: Material Topics 2021	3-3 Management of material topics	61-64			
GRI 401 Employment	401-1 New employee hires and employee turnover	62-63			
Material Topic: Occupational Health and Safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	66-67			
GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system	66			
	403-2 Hazard identification, risk assessment, and incident investigation	67			
	403-3 Occupational health services	66			
	403-4 Worker participation, consultation, and communication on occupational health and safety	66			
	403-5 Worker training on occupational health and safety	66			
	403-6 Promotion of worker health	66			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	66			
	403-9 Work-related injuries	67			
Material Topic: Training and Development					
GRI 3: Material Topics 2021	3-3 Management of material topics	65			
GRI 404: Training and Education	404-1 Average hours of training per year per employee	65			

SUSTAINABILITY REPORT

GRI Standard	Disclosure	Page	Omission		
			Requirements Omitted	Reasons	Explanation
Material Topic: Non-Discrimination, Diversity and Inclusion					
GRI 3: Material Topics 2021	3-3 Management of material topics	61-64			
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	20, 61-64			
GRI 406: Non-Discrimination	406-1 Incidents of discrimination and corrective actions taken	64			
Material Topic: Community Development					
GRI 3: Material Topics 2021	3-3 Management of material topics	67-68			
GRI 413: Local Communities	GRI 413-1 Operations with local community engagement, impact assessments and development programs	67-68			
Material Topic: Customer Relations					
GRI 3: Material Topics 2021	3-3 Management of material topics	54, 68			
GRI 416: Customer Health and Safety	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	68			
GRI 418: Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	54			

FINANCIAL CONTENTS

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DIRECTORS' STATEMENT

The directors present their statement together with the audited consolidated financial statements of the Group and statement of financial position of the Company for the financial year ended March 31, 2026.

In the opinion of the directors, the consolidated financial statements of the Group and the statement of financial position of the Company as set out on pages 82 to 126 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 March 31, 2026, and the financial performance, changes in equity and cash flows of the Group for the financial year then ended and at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts when they fall due.

1 DIRECTORS

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

Koh Poh Tiong
 Lee Chien Shih
 Fam Lee San
 Ong Sim Ho
 Chu Leong Tho (Alternate Director to Fam Lee San)
 Tan Swee Yiow

2 ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE BENEFITS BY MEANS OF THE ACQUISITION OF SHARES AND DEBENTURES

Neither at the end of, nor at any time during the financial year, was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares or debentures in the Company or any other body corporate.

3 DIRECTORS' INTERESTS IN SHARES AND DEBENTURES

According to the register kept by the Company for the purposes of Section 164 of the Companies Act 1967, particulars of interests of directors who held office at the end of the financial year (including those held by their spouses and infant children) in shares, debentures, warrants and share options in the Company and in related corporations (other than wholly-owned subsidiaries) are as follows:

Name of director and corporation in which interests are held	Registered in the name of the director		Other holdings in which the director is deemed to have an interest	
	At beginning of the year	At end of the year	At beginning of the year	At end of the year
The Company				
Ordinary shares fully paid				
Lee Chien Shih	542,900	558,500	–	–

DIRECTORS' STATEMENT

3 DIRECTORS' INTERESTS IN SHARES AND DEBENTURES (CONT'D)

Except as disclosed in this statement, no director who held office at the end of the financial year had interests in shares, debentures, warrants or share options of the Company, or of related corporations, either at the beginning of the financial year, or date of appointment if later, or at the end of the financial year.

There were no changes in any of the above mentioned interests in the Company between the end of the financial year and April 21, 2026.

4 SHARE OPTIONS

(a) *Options to take up unissued shares*

During the financial year, no options to take up unissued shares of the Company or its subsidiaries were granted.

(b) *Options exercised*

During the financial year, there were no shares of the Company or its subsidiaries issued by virtue of the exercise of an option to take up unissued shares.

(c) *Unissued shares under option*

At the end of the financial year, there were no unissued shares of the Company or its subsidiaries under options.

5 AUDIT AND RISK MANAGEMENT COMMITTEE

The members of the Audit and Risk Management Committee at the date of this statement are:

- Ong Sim Ho (Chairman and Independent Director)
- Koh Poh Tiong (Independent Director)
- Fam Lee San (Non-Executive Director)
- Tan Swee Yiow (Independent Non-Executive Director)

The Audit and Risk Management Committee performs the functions specified in Section 201B of the Companies Act 1967, the Listing Manual of the Singapore Exchange Securities Trading Limited ("**SGX-ST**"), and the Code of Corporate Governance.

The Audit and Risk Management Committee has held two meetings since the last directors' statement. In performing its functions, the Audit and Risk Management Committee met the Company's external and internal auditors to discuss the scope of their work, the results of their examination and evaluation of the Company's internal accounting control system.

5 AUDIT AND RISK MANAGEMENT COMMITTEE (CONT'D)

The Audit and Risk Management Committee also reviewed the following:

- assistance provided by the Company's officers to the internal and external auditors;
- the half-yearly and full year announcements of the results and financial position of the Group and the Company and, financial statements of the Group and the Company prior to their submission to the directors of the Company for adoption; and
- interested person transactions (as defined in Chapter 9 of the SGX-ST Listing Manual).

The Audit and Risk Management Committee has full access to management and is given the resources required for it to discharge its functions. It has full authority and the discretion to invite any director or executive officer to attend its meetings. The Audit and Risk Management Committee also recommends the appointment of the external auditors and reviews the level of audit and non-audit fees.

The Audit and Risk Management Committee is satisfied with the independence and objectivity of the external auditors and has recommended to the Board of Directors that the auditors, Deloitte & Touche LLP, be nominated for re-appointment as external auditors at the forthcoming Annual General Meeting of the Company.

The Company is in compliance with Rules 712 and 715 of the SGX-ST Listing Manual in respect of the appointment of auditors for the Company and its subsidiaries.

6 AUDITORS

The auditors, Deloitte & Touche LLP, have expressed their willingness to accept re-appointment.

ON BEHALF OF THE DIRECTORS

.....
Koh Poh Tiong
Director

.....
Fam Lee San
Director

June 22, 2026

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF BUKIT SEMBAWANG ESTATES LIMITED

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Bukit Sembawang Estates Limited (the "**Company**") and its subsidiaries (the "**Group**"), which comprise the consolidated statement of financial position of the Group and the statement of financial position of the Company as at March 31, 2026, and the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 82 to 126.

In our opinion, the accompanying consolidated 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 consolidated financial position of the Group and the financial position of the Company as at March 31, 2026 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group for the year ended on that date.

Basis for Opinion

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

Key Audit Matters

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

Impairment assessment of property, plant and equipment

Included in the carrying amount of the Group's property, plant and equipment of \$213 million as at March 31, 2026 are serviced apartment units amounting to \$209 million.

The Group carried out an impairment assessment of its serviced apartment units based on recoverable amount obtained from valuation carried out by a professional independent external valuer. In undertaking the impairment assessment, the Group takes into consideration several factors, including economic outlook and the trading performance of the serviced apartment units. The valuation is sensitive to key assumptions applied including projected room rate growth rate, occupancy rate, discount and terminal capitalisation rates and a change in the key assumptions may have an impact on the recoverable amount.

Our audit performed and responses thereon

Our audit procedures included understanding management's process in selecting the professional independent external valuer with the appropriate knowledge and experience and how the valuation report is used in determining the recoverable amount of the serviced apartment units. We evaluated the qualifications, competence and objectivity of the professional independent external valuer.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF BUKIT SEMBAWANG ESTATES LIMITED

Impairment assessment of property, plant and equipment (Cont'd)

Our audit performed and responses thereon (Cont'd)

We held discussions with the professional independent external valuer to understand the projected room rate growth rate, occupancy rate, discount and terminal capitalisation rates which are judgements and key estimates used in the valuation. We involved our internal valuation specialists to understand the valuation methodology used and the underlying assumptions and tested the key inputs used such as discount and terminal capitalisation rates. We also assessed projected room rate growth rate and occupancy rate and performed retrospective reviews.

We noted that the valuation methodology is in line with generally accepted market practices and the key assumptions applied are consistent with current observable market data and environment. The assumptions are disclosed in Note 5 to the financial statements.

Information Other than the Financial Statements and Auditor's Report Thereon

Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the financial statements and our auditor's report thereon, which we obtained prior to the date of this auditor's report, and the Shareholding Statistics (the "**Report**"), which is expected to be made available to us after that date.

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

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

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

When we read the Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to directors and take appropriate actions in accordance with SSAs.

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 a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

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

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

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF BUKIT SEMBAWANG ESTATES LIMITED

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- (a) 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.
- (b) 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.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- (d) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- (e) 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.
- (f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the Group audit. We remain solely responsible for our audit opinion.

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 controls 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, actions taken to eliminate threats or safeguards applied.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF BUKIT SEMBAWANG ESTATES LIMITED

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

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 year and are therefore the key audit matters. We describe these matters in our auditor's report unless the law or regulations preclude 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 those subsidiary corporations 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 auditor's report is Lee Kang Lin.

Deloitte & Touche LLP
Public Accountants and
Chartered Accountants
Singapore

June 22, 2026

STATEMENTS OF FINANCIAL POSITION

AS AT MARCH 31, 2026

	Note	Group		Company	
		2026	2025	2026	2025
		\$'000	\$'000	\$'000	\$'000
Non-current assets					
Investment property	4	2,512	2,674	–	–
Property, plant and equipment	5	213,036	213,161	–	–
Investments in subsidiaries	6	–	–	317,000	317,000
Deferred tax assets	7	–	904	–	–
		215,548	216,739	317,000	317,000
Current assets					
Development properties	8	1,133,827	517,835	–	–
Contract costs	9	4,879	4,661	–	–
Contract assets	10	199,366	282,972	–	–
Trade and other receivables	11	78,434	91,465	576,738	766,787
Cash and cash equivalents	12	439,280	582,421	231,791	390,631
		1,855,786	1,479,354	808,529	1,157,418
Total assets		2,071,334	1,696,093	1,125,529	1,474,418
Equity attributable to shareholders of the Company					
Share capital	13	631,801	631,801	631,801	631,801
Reserves	14	1,037,843	960,982	73,662	80,016
Total equity		1,669,644	1,592,783	705,463	711,817
Non-current liabilities					
Borrowings	15	230,433	–	–	–
Lease liabilities	16	392	475	–	–
Provisions		90	90	–	–
Deferred tax liabilities	7	32,747	19,886	24	27
		263,662	20,451	24	27
Current liabilities					
Trade and other payables	17	103,061	57,336	419,190	760,478
Lease liabilities	16	580	535	–	–
Contract liabilities	10	19,783	22,453	–	–
Provisions		58	58	–	–
Current tax payable		14,546	2,477	852	2,096
		138,028	82,859	420,042	762,574
Total liabilities		401,690	103,310	420,066	762,601
Total equity and liabilities		2,071,334	1,696,093	1,125,529	1,474,418

See accompanying notes to financial statements.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

YEAR ENDED MARCH 31, 2026

	Note	2026 \$'000	2025 \$'000
Revenue	18	345,553	549,961
Cost of sales		(180,931)	(418,010)
Gross profit		164,622	131,951
Other income		124	115
Administrative expenses		(11,707)	(11,644)
Other operating income		2,586	2,514
Profit from operations	19	155,625	122,936
Finance income		4,048	14,678
Finance costs		(3,103)	(178)
Net finance income	20	945	14,500
Profit before tax		156,570	137,436
Tax expense	21	(27,927)	(23,144)
Profit for the year representing total comprehensive income for the year		128,643	114,292
Earnings per share			
Basic and diluted earnings per share (cents)	22	49.69	44.14

See accompanying notes to financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

YEAR ENDED MARCH 31, 2026

	Note	Share capital \$'000	Accumulated profits \$'000	Total \$'000
Group				
At April 1, 2024		631,801	888,115	1,519,916
Total comprehensive income for the year				
Profit for the year		–	114,292	114,292
Transactions with owners, recorded directly in equity				
<i>Contributions by and distributions to equity holders</i>				
Dividends paid	23	–	(41,425)	(41,425)
Total contributions by and distributions to equity holders		–	(41,425)	(41,425)
Total transactions with owners		–	(41,425)	(41,425)
At March 31, 2025		631,801	960,982	1,592,783
Total comprehensive income for the year				
Profit for the year		–	128,643	128,643
Transactions with owners, recorded directly in equity				
<i>Contributions by and distributions to equity holders</i>				
Dividends paid	23	–	(51,782)	(51,782)
Total contributions by and distributions to equity holders		–	(51,782)	(51,782)
Total transactions with owners		–	(51,782)	(51,782)
At March 31, 2026		631,801	1,037,843	1,669,644

See accompanying notes to financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

YEAR ENDED MARCH 31, 2026

	Note	2026 \$'000	2025 \$'000
Cash flows from operating activities			
Profit before tax		156,570	137,436
Adjustments for:			
Depreciation of investment property	4	162	162
Depreciation of property, plant and equipment	5	4,558	4,510
Gain on disposal of property, plant and equipment	19	–	(4)
Impairment loss on property, plant and equipment written back	5	(3,723)	(3,932)
Loss on lease termination	19	–	2
Realised foreign exchange losses		1	–
Interest income	20	(4,048)	(14,678)
Finance costs	20	3,103	178
		156,623	123,674
Changes in:			
Development properties		(615,992)	194,107
Contract costs		(218)	7,120
Contract assets		83,606	(102,195)
Trade and other receivables		11,905	(73,271)
Trade and other payables		45,564	1,278
Contract liabilities		(2,670)	7,985
Cash (used in)/generated from operations		(321,182)	158,698
Interest received		4,250	15,647
Taxes paid		(2,093)	(561)
Net cash (used in)/generated from operating activities		(319,025)	173,784
Cash flows from investing activities			
Proceeds from disposal of property, plant and equipment		–	4
Additions to property, plant and equipment		(175)	(188)
Net cash used in investing activities		(175)	(184)
Cash flows from financing activities			
Proceeds from borrowings		259,000	–
Repayment of borrowing		(28,000)	–
Dividends paid to owners of the Company	23	(51,782)	(41,425)
Upfront bank facilities fees and interest paid	15	(2,586)	(1,352)
Payments for lease liabilities	15	(573)	(645)
Net cash generated from/(used in) financing activities		176,059	(43,422)
Net (decrease)/increase in cash and cash equivalents		(143,141)	130,178
Cash and cash equivalents at beginning of the year		582,421	452,243
Cash and cash equivalents at end of the year	12	439,280	582,421

See accompanying notes to financial statements.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

1 GENERAL

Bukit Sembawang Estates Limited (the “**Company**”) is incorporated in the Republic of Singapore and has its registered office at 2 Bukit Merah Central, #13-01, Singapore 159835. The Company is listed on the Singapore Exchange Securities Trading Limited. All financial information has been rounded to the nearest thousand, unless otherwise stated.

The principal activity of the Company is that relating to investment holding. The principal activities of the subsidiaries are those relating to investment holding, property development and operating of serviced apartments.

The consolidated financial statements of the Group and statement of financial position of the Company for the year ended March 31, 2026 were authorised for issue by the Board of Directors on June 22, 2026.

2 MATERIAL ACCOUNTING POLICY INFORMATION

BASIS OF PREPARATION - The financial statements are prepared in accordance with the historical cost basis, except as disclosed in the accounting policies below, are drawn up in accordance with the provisions of the Companies Act 1967 and Singapore Financial Reporting Standards (International) (“**SFRS(I)s**”). The financial statements are expressed in Singapore dollars, which is the Company’s functional currency.

ADOPTION OF NEW AND REVISED STANDARDS – In the current year, the Group and the Company have adopted all the new and revised SFRS(I)s that are mandatorily effective for an accounting period that begins on or after April 1, 2025. Their adoption has not had any material impact on the disclosures or on the amounts reported in these financial statements.

STANDARDS ISSUES BUT NOT EFFECTIVE - At the date of authorisation of these financial statements, the Group and Company have not applied the following SFRS(I) pronouncements that have been issued but are not yet effective:

Effective for annual periods beginning on or after April 1, 2026

- Amendments to SFRS(I) 9 and SFRS(I) 7: *Amendments to the Classification and Measurement of Financial Instruments*
- Annual improvements to SFRS(I)s - Volume 11

Effective for annual periods beginning on or after April 1, 2027

- SFRS(I) 18 *Presentation and Disclosure in Financial Statements*

Management anticipates that the adoption of the above SFRS(I)s and amendments to SFRS(I) in future periods will not have a material impact on the financial statements of the Group and of the Company in the period of their initial adoption except for the following:

SFRS(I) 18 Presentation and Disclosures in Financial Statements

SFRS(I) 18 replaces SFRS(I) 1-1 *Presentation of Financial Statements*, carrying forward many of the requirements in SFRS(I) 1-1 unchanged and complementing them with new requirements. In addition, some SFRS(I) 1-1 paragraphs have been moved to SFRS(I) 1-8 *Accounting Policies, Changes in Accounting Estimates and Errors* and SFRS(I) 7 *Financial Instruments: Disclosures*. Furthermore, minor amendments to SFRS(I) 1-7 *Statement of Cash Flows* and SFRS(I) 1-33 *Earnings per Share* have been made.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

SFRS(I) 18 introduces new requirements to:

- present specified categories and defined subtotals in the statement of profit or loss.
- provide disclosures on management-defined performance measures (MPMs) in the notes to the financial statements.
- improve aggregation and disaggregation.

An entity is required to apply SFRS(I) 18 for annual reporting periods beginning on or after January 1, 2027, with earlier application permitted. The amendments to SFRS(I) 1-7 and SFRS(I) 1-33, as well as the revised SFRS(I) 1-8 and SFRS(I) 7, become effective when an entity applies SFRS(I) 18. SFRS(I) 18 requires retrospective application with specific transition provisions.

Management anticipates that the application of the new standard will have an impact on the Group's consolidated financial statements in future periods. The Group is in the process of assessing the impact of the new standard, particularly with respect to the structure of the Group's consolidated statement of profit or loss and the additional disclosures required for MPMs as well as the impact on how information is grouped in the financial statements. It is currently impracticable to disclose any further information on the known or reasonably estimable impact to the entity's financial statements as management has yet to complete its detailed assessment.

BASIS OF CONSOLIDATION – The consolidated financial statements incorporate the financial statements of the Company and its subsidiaries.

Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases. The accounting policies of the subsidiaries have been changed when necessary to align them with the policies adopted by the Group. All intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements.

Company's separate financial statements

Investments in subsidiaries are stated in the Company's statement of financial position at cost less accumulated impairment losses.

FOREIGN CURRENCY TRANSACTIONS AND TRANSLATION – Transactions in foreign currencies are translated to the respective functional currencies of Group entities at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated to the functional currency at the exchange rate at that date. 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).

INVESTMENT PROPERTY – Investment property is property held either to earn rental income or capital appreciation or both, rather than for sale in the ordinary course of business, use in the production or supply of goods or services, or for administrative purposes.

Investment property is stated at cost less accumulated depreciation and impairment losses.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

Cost includes expenditure that is directly attributable to the acquisition of the investment property. The cost of self-constructed investment property includes the cost of materials and direct labour, any other costs directly attributable to bringing the investment property to a working condition for their intended use and capitalised borrowing costs.

Depreciation on investment property is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of the investment property.

The estimated useful lives are as follows:

Freehold office premises	50 years
Furniture and fittings	5 years

Depreciation methods, useful lives and residual values are reviewed, and adjusted as appropriate, at each reporting date.

PROPERTY, PLANT AND EQUIPMENT – Property, plant and equipment are stated at cost, less accumulated depreciation and any accumulated impairment losses.

Recognition and measurement

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes:

- the cost of materials and direct labour;
- any other costs directly attributable to bringing the assets to a working condition for their intended use;
- when the Group has an obligation to remove the asset or restore the site, an estimate of the costs of dismantling and removing the items and restoring the site on which they are located; and
- capitalised borrowing costs.

If significant parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Any gain or loss on disposal of an item of property, plant and equipment is recognised in profit or loss.

Subsequent costs

The cost of replacing a component of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced component is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

Depreciation

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of that asset, that component is depreciated separately.

2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

Depreciation (Cont'd)

Depreciation is recognised as an expense in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment. Renovation in-progress is not depreciated.

Depreciation is recognised from the date that the property, plant and equipment are installed and ready for use, or in respect of internally constructed assets, from the date that the asset is completed and ready for use.

The estimated useful lives are as follows:

Freehold properties	50 years
Right-of-use assets	2 to 9 years
Furniture, fittings and equipment	5 to 10 years
Plant and machinery	5 to 10 years
Motor vehicles	5 years
Computers	3 years

Residual values are ascribed to the core component of the freehold properties which takes into consideration the freehold tenure of the site on which the properties are located.

Depreciation methods, useful lives and residual values are reviewed, and adjusted as appropriate, at each reporting date.

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

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease.

When a contract includes lease and non-lease components, the Group applies SFRS(I) 15 *Revenue from Contracts with Customers* to allocate the consideration under the contract to each component.

As a lessee, the Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets. For these leases, the Group recognises the lease payments as an expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Group uses the incremental borrowing rate specific to the lessee.

The Group determined incremental borrowing rate by obtaining interest rates from external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

Lease payments included in the measurement of the Group's lease liabilities comprise mainly of fixed lease payments over the lease terms.

The right-of-use assets comprise the initial measurement of the corresponding lease liability, lease payments made at or before the commencement day, less any lease incentives received and any initial direct costs. They are subsequently measured at cost less accumulated depreciation and impairment losses.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

Whenever the Group incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under SFRS(I) 1-37 *Provisions, Contingent Liabilities and Contingent Assets*. To the extent that the costs relate to a right-of-use asset, the costs are included in the related right-of-use asset.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Group expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right-of-use assets are presented as part of property, plant and equipment in the statement of financial position.

The Group applies SFRS(I) 1-36 *Impairment of Assets* to determine whether a right-of-use asset is impaired and accounts for any identified impairment loss.

DEVELOPMENT PROPERTIES – Development properties are measured at the lower of cost and net realisable value. Cost includes acquisition costs, development expenditure and other costs directly attributable to the development activities.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and selling expenses. The write-down to net realisable value is presented as allowance for foreseeable losses.

CONTRACT COSTS – Incremental costs of obtaining a contract for the sale of a development property are capitalised as contract costs only if (a) these costs relate directly to a contract or an anticipated contract which the Group can specifically identify; (b) these costs generate or enhance resources of the Group that will be used in satisfying (or in continuing to satisfy) performance obligations in the future; and (c) these costs are expected to be recovered. Otherwise, such costs are recognised as an expense immediately.

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

CONTRACT ASSETS – Contract assets primarily relate to the Group's rights to consideration for work completed but not billed at the reporting date on construction of development properties. Contract assets are transferred to trade receivables when the rights become unconditional. This usually occurs when the Group invoices the customer.

CONTRACT LIABILITIES – Contract liabilities primarily relate to:

- advance consideration received from customers; and
- progress billings issued in excess of the Group's rights to the consideration.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

MEASUREMENT OF FAIR VALUES – Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability which market participants would take into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for leasing transactions that are within the scope of SFRS(I) 16 *Leases*, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in SFRS(I) 1-2 *Inventories* or value in use in SFRS(I) 1-36 *Impairment of Assets*.

A number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

The Group has an established control framework with respect to the measurement of fair values. This includes a finance team that has overall responsibility for all significant fair value measurements, including Level 3 fair values, and reports directly to the Board of Directors.

The finance team regularly reviews significant unobservable inputs and valuation adjustments. If third party information, such as independent valuers' report, is used to measure fair values, then the finance team assesses and documents the evidence obtained from the third parties to support the conclusion that such valuations meet the requirements of SFRS(I), including the level in the fair value hierarchy in which such valuations should be classified.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or liability fall into different levels of the fair value hierarchy, then the fair value measurement is 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 (with Level 3 being the lowest).

FINANCIAL INSTRUMENTS – Financial assets and financial liabilities are recognised on the statement of financial position when the Group becomes a party to the contractual provisions of the instruments.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

Recognition and initial measurement

Non-derivative financial assets and financial liabilities

Trade receivables are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Group becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not at fair value through profit or loss ("**FVTPL**"), transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

Classification and subsequent measurement

Non-derivative financial assets

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income ("**FVOCI**"); or FVTPL.

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

Financial assets at amortised cost

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

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

Financial assets: Business model assessment

The Group makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Group's management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;

2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

Classification and subsequent measurement (Cont'd)

Financial assets: Business model assessment (Cont'd)

- how managers of the business are compensated - e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and
- the frequency, volume and timing of sales of financial assets in prior periods, the reasons for such sales and expectations about future sales activity.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Group's continuing recognition of the assets.

Non-derivative financial assets: Assessment whether contractual cash flows are solely payments of principal and interest

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Group considers:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable rate features;
- prepayment and extension features; and
- terms that limit the Group's claim to cash flows from specified assets (e.g. non-recourse features).

A prepayment feature is consistent with the solely payments of principal and interest criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable additional compensation for early termination of the contract. Additionally, for a financial asset acquired at a significant discount or premium to its contractual par amount, a feature that permits or requires prepayment at an amount that substantially represents the contractual par amount plus accrued (but unpaid) contractual interest (which may also include reasonable additional compensation for early termination) is treated as consistent with this criterion if the fair value of the prepayment feature is insignificant at initial recognition.

Non-derivative financial assets: Subsequent measurement and gains and losses

Financial assets at amortised cost

These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

Non-derivative financial liabilities: Classification, subsequent measurement and gains and losses

Financial liabilities are classified as measured at amortised cost.

Other financial liabilities comprise of trade and other payables and borrowings which are initially measured at fair value less directly attributable transaction costs. They are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss.

Derecognition

Financial assets

The Group derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

Financial liabilities

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or when they expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances and bank deposits that are readily convertible to a known amount of cash and which are subject to an insignificant risk of changes in value.

Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognised as a deduction from equity, net of any tax effects.

2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

IMPAIRMENT OF ASSETS

Non-derivative financial assets and contract assets

The Group recognises loss allowances for expected credit losses ("**ECL**") on:

- financial assets measured at amortised cost; and
- contract assets (as defined in SFRS(I) 15).

Loss allowances of the Group are measured on either of the following bases:

- 12-month ECL: these are ECL that result from default events that are possible within the 12 months after the reporting date (or for a shorter period if the expected life of the instrument is less than 12 months); or
- Lifetime ECL: these are ECL that result from all possible default events over the expected life of a financial instrument or contract asset.

Simplified approach

The Group applies the simplified approach to provide for ECL for all trade receivables and contract assets. The simplified approach requires the loss allowance to be measured at an amount equal to lifetime ECL.

General approach

The Group applies the general approach to provide for ECL on all other financial instruments. Under the general approach, the loss allowance is measured at an amount equal to 12-month ECL at initial recognition.

At each reporting date, the Group assesses whether the credit risk of a financial instrument has increased significantly since initial recognition. When credit risk has increased significantly since initial recognition, loss allowance is measured at an amount equal to lifetime ECL.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECL, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment and includes forward-looking information.

If credit risk has not increased significantly since initial recognition or if the credit quality of the financial instruments improves such that there is no longer a significant increase in credit risk since initial recognition, loss allowance is measured at an amount equal to 12-month ECL.

The Group considers a financial asset to be in default when the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held).

The Group considers a contract asset to be in default when the customer is unlikely to pay its contractual obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held).

The maximum period considered when estimating ECL is the maximum contractual period over which the Group is exposed to credit risk.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

IMPAIRMENT OF ASSETS (CONT'D)

Measurement of ECLs

ECL are probability-weighted estimates of credit losses. Credit losses are measured at the present value of all cash shortfalls (i.e. the difference between the cash flows due from the entity in accordance with the contract and the cash flows that the Group expects to receive). ECL are discounted at the effective interest rate of the financial asset.

Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the borrower;
- a breach of contract such as a default;
- the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise; or
- it is probable that the borrower will enter bankruptcy or other financial reorganisation.

Presentation of ECL in the statement of financial position

Loss allowances for financial assets measured at amortised cost and contract assets are deducted from the gross carrying amount of these assets.

Write-off

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.

Non-financial assets

The carrying amounts of the Group's non-financial assets, other than deferred tax assets, development properties, contract costs and contract assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit ("**CGU**") exceeds its estimated recoverable amount.

2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

IMPAIRMENT OF ASSETS (CONT'D)

Non-financial assets (Cont'd)

The recoverable amount of an asset or CGU is the higher of its value in use and its fair value less costs of disposal. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGU.

The Group's corporate assets do not generate separate cash inflows and are utilised by more than one CGU. Corporate assets are allocated to CGUs on a reasonable and consistent basis and tested for impairment as part of the testing of the CGU to which the corporate asset is allocated.

Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of CGUs are allocated to reduce the carrying amounts of the assets in the CGU (group of CGUs) on a pro rata basis.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

PROVISIONS – A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Levies

A provision for levies is recognised when the condition that triggers the payment of the levy as specified in the relevant legislation is met. If a levy obligation is subject to a minimum activity threshold so that the obligating event is reaching a minimum activity, then a provision is recognised when that minimum activity threshold is reached.

Restoration costs

A provision for restoration costs is recognised when the Group enters into a lease agreement for the premises. It includes the estimated cost of demolishing and removing all the leasehold improvements made by the Group to the premises. The premises shall be reinstated to the condition set out in the lease agreements upon the expiration of the lease agreements.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

EMPLOYEE BENEFITS – The Group has both defined contribution plans and short-term benefits for the employees.

Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an employee benefit expense in profit or loss in the period during which related services are rendered by employees.

Short-term benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided.

A liability is recognised for the amount expected to be paid under short-term cash bonus if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

REVENUE RECOGNITION – Revenue is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business, net of discounts and sales related taxes.

Sale of development properties

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

Where a development property has no alternative use for the Group due to contractual restriction, and the Group has enforceable rights to payment for performance completed to date arising from the contractual terms, revenue is recognised over time by reference to the Group's progress towards completing the construction of the development property. The measure of progress is determined based on the stage of completion of construction certified by quantity surveyors. Costs incurred that are not related to the contract or that do not contribute towards satisfying a performance obligation are excluded from the measure of progress and instead are expensed as incurred.

In respect of contracts where the Group does not have an enforceable right to payment for performance completed to date, revenue is recognised only when the completed property is delivered to the customer and the customer has accepted it in accordance with the sales contract.

Revenue is measured at the transaction price agreed under the contract entered into with customers. Estimates of revenues, costs or extent of progress towards completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in the profit or loss in the period in which the circumstances that give rise to the revision become known by management.

2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

Sale of development properties (Cont'd)

The customer is invoiced based on a payment schedule which is typically triggered upon achievement of specified construction milestones. If the value of the goods transferred by the Group exceeds the payments, a contract asset is recognised. If the payments exceed the value of the goods transferred, a contract liability is recognised. The accounting policy for contract assets and contract liabilities is set out above.

Hospitality income

Revenue from serviced apartment operations is recognised when performance obligations are satisfied over the period of stay.

Rental income

Rental income from investment property is recognised in profit or loss on a straight-line basis over the term of lease. Lease incentives granted are recognised as an integral part of the total rental income, over the term of the lease.

FINANCE INCOME AND COSTS – The Group's finance income comprises interest income on cash balances and finance costs comprises interest expense on leases and borrowings and amortisation of transaction costs on borrowings.

Interest income or expense is recognised using the effective interest method.

The 'effective interest rate' is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to:

- the gross carrying amount of the financial asset; or
- the amortised cost of the financial liability.

In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

TAX – Tax expense comprises current and deferred tax. Current tax and deferred tax are recognised in profit or loss except to the extent that it relates to a business combination, or items recognised directly in equity or in other comprehensive income.

The Group has determined that interest and penalties related to income taxes, including uncertain tax treatments, do not meet the definition of income taxes, and therefore accounted for them under SFRS(I) 1-37 *Provisions, Contingent Liabilities and Contingent Assets*.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects uncertainty related to income taxes, if any.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

Deferred tax is not recognised for:

- temporary differences on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; and
- temporary differences related to investment in subsidiaries to the extent that the Group is able to control the timing of the reversal of the temporary difference and it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities. Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences, to the extent that it is probable that future taxable profits will be available against which they can be used. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Unrecognised deferred tax assets are reassessed at each reporting date and recognised to the extent that it has become probable that future taxable profits will be available against which they can be used.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)

EARNINGS PER SHARE – The Group presents basic and diluted earnings per share data for its ordinary shares. Basic earnings per share is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year. Diluted earnings per share is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding, for the effects of all dilutive potential ordinary shares.

SEGMENT REPORTING – An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components. All operating segments' operating results are reviewed regularly by the Board of Directors to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available.

Segment results that are reported to the Board of Directors include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

Segment capital expenditure is the total cost incurred during the year to acquire property, plant and equipment.

3 SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of the financial statements in conformity with SFRS(I)s requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Information about assumptions and estimation uncertainties at the reporting date that have a significant risk of resulting in a material adjustment to the carrying amount of assets and liabilities within the next financial year, are described in the following note:

- Note 5 – impairment assessment of property, plant and equipment

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

4 INVESTMENT PROPERTY

	\$'000
Group	
Cost	
At April 1, 2024 and March 31, 2025 and 2026	<u>8,189</u>
Accumulated depreciation	
At April 1, 2024	5,353
Depreciation charge for the year	<u>162</u>
At March 31, 2025	5,515
Depreciation charge for the year	<u>162</u>
At March 31, 2026	<u>5,677</u>
Carrying amounts	
At March 31, 2025	<u>2,674</u>
At March 31, 2026	<u>2,512</u>
Fair value	
At March 31, 2025	<u>28,500</u>
At March 31, 2026	<u>28,500</u>

Investment property comprises office premises that are leased to external customers. Generally, each of the leases is fixed for a period of 2 to 4 years (2025: 2 to 4 years), and subsequent renewals are negotiated at prevailing market rate and terms. None of the leases contain any contingent rent arrangements. Rental income of \$618,000 (2025: \$606,000) was derived from the investment property during the year.

The fair value of the investment property is based on a valuation conducted by a firm of independent professional valuers that has appropriate recognised professional qualifications and recent experience in the location and category of the investment property being valued. The fair value is based on market value, being the estimated amount for which a property could be exchanged on the date of valuation between a willing buyer and a willing seller in an arm's length transaction. The valuation is based on the direct comparison method, having regard to the prevailing conditions of the property and recent market transactions for similar properties in the same location.

In estimating the fair value of the investment properties, the highest and best use of the properties is their current use. The fair value measurement for investment property has been categorised as a Level 3 fair value based on the inputs to the valuation technique used. The higher the transacted price of comparable properties, the higher the fair value.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

5 PROPERTY, PLANT AND EQUIPMENT

	Freehold properties	Furniture, fittings and equipment	Plant and machinery	Motor vehicles	Computers	Right-of- use assets (Note 25)	Total
Group	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cost							
At April 1, 2024	239,886	9,912	18,852	59	860	3,166	272,735
Additions	–	71	–	–	117	1,039	1,227
Derecognition	–	–	–	–	–	(113)	(113)
Disposal	–	(1)	–	(59)	–	–	(60)
Written off	–	(2)	–	–	(32)	–	(34)
At March 31, 2025	239,886	9,980	18,852	–	945	4,092	273,755
Additions	–	86	–	–	89	539	714
Derecognition	–	–	–	–	–	(51)	(51)
Written off	–	(1)	–	–	(45)	–	(46)
At March 31, 2026	239,886	10,065	18,852	–	989	4,580	274,372
Accumulated depreciation and impairment loss							
At April 1, 2024	36,726	5,342	14,735	59	791	2,561	60,214
Depreciation charge for the year	2,047	923	818	–	56	666	4,510
Derecognition	–	–	–	–	–	(104)	(104)
Disposal	–	(1)	–	(59)	–	–	(60)
Written off	–	(2)	–	–	(32)	–	(34)
Reversal of impairment loss	(3,932)	–	–	–	–	–	(3,932)
At March 31, 2025	34,841	6,262	15,553	–	815	3,123	60,594
Depreciation charge for the year	2,137	942	818	–	93	568	4,558
Derecognition	–	–	–	–	–	(47)	(47)
Written off	–	(1)	–	–	(45)	–	(46)
Reversal of impairment loss	(3,723)	–	–	–	–	–	(3,723)
At March 31, 2026	33,255	7,203	16,371	–	863	3,644	61,336
Carrying amounts							
At March 31, 2025	205,045	3,718	3,299	–	130	969	213,161
At March 31, 2026	206,631	2,862	2,481	–	126	936	213,036

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

5 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Residual values are ascribed to the core component of the freehold properties which takes into consideration the freehold tenure of the site on which the properties are located. The depreciation charge recognised on property, plant and equipment is included in cost of sales, administrative expenses and other operating income in the consolidated statement of comprehensive income.

Key sources of estimation uncertainty

Impairment assessment

During the year ended March 31, 2026, the Group carried out a review of the recoverable amount of its serviced apartment units. The recoverable amount was estimated based on fair value less cost to sell, determined by an external independent professional valuer engaged by the Group prepared in accordance with International Valuation Standards (IVS), under the discounted cash flow method.

In accordance with IVS, the selection of the valuation approach should seek to maximise the use of relevant observable market information, as appropriate. The external independent professional valuer exercised professional judgement in determining the valuation method and adopted the discounted cash flow method taking into consideration the lack of recent observable transactions of similar serviced apartments. The valuation, based on the discounted cash flow method and representing the fair value less costs to sell, involves the estimation and projection of future and terminal net cash flows, taking into account projected room rate growth rate and occupancy rate over a period and discounting these future net cash flows to arrive at the net present value.

The fair value measurement was categorised as a Level 3 fair value based on the inputs to the valuation technique used.

Judgement is involved in the impairment assessment, including determining the key assumptions applied in arriving at the recoverable amount. Changes to the assumptions applied could impact the recoverable amount in future periods. In relying on the valuation reports, management has exercised its judgement and is satisfied that the valuation methods and estimates used are reflective of the current market conditions.

As at March 31, 2026, the recoverable amount of the serviced apartment units was determined to be \$209,000,000 (2025: \$209,000,000) which led to the reversal of an impairment loss of \$3,723,000 (2025: \$3,932,000). The reversal of impairment loss is included in other operating income in the consolidated statement of comprehensive income and the hospitality segment (Note 28).

The following table shows the key unobservable inputs used in estimating the recoverable amount:

Valuation technique	Key unobservable inputs	Inter-relationship between key unobservable inputs and recoverable amount
Discounted cash flow method	- Discount rate: 4.5% (2025: 4.5%) - Terminal capitalisation rate: 3.0% (2025: 3.0%) - Average room rate in Year 1: \$415 (2025: \$415)	The estimated recoverable amount would increase/ (decrease) if: discount rate and terminal capitalisation rate were lower/(higher).

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

5 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Valuation technique	Key unobservable inputs	Inter-relationship between key unobservable inputs and recoverable amount
	- Average room rate growth rate: <u>2026</u> Year 1: 0% growth p.a. Year 2 to Year 10: 1% to 2% growth p.a. <u>2025</u> Year 1: 0% growth p.a. Year 2 to Year 10: 1% to 2% growth p.a. - Occupancy rate: <u>2026</u> Year 1: 84% p.a. Year 2 to Year 10: 85% to 88% p.a. <u>2025</u> Year 1: 78% p.a. Year 2 to Year 10: 80% to 88% p.a.	Average room rate, average room rate growth rate and occupancy rate were higher/(lower).

6 INVESTMENTS IN SUBSIDIARIES

	Company	
	2026	2025
	\$'000	\$'000
Unquoted equity shares, at cost	317,200	317,200
Accumulated impairment losses	(200)	(200)
	<u>317,000</u>	<u>317,000</u>

Impairment losses

The movements in impairment losses in respect of investments in subsidiaries during the year are as follows:

	Company	
	2026	2025
	\$'000	\$'000
At the beginning and end of the financial year	<u>200</u>	<u>200</u>

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

6 INVESTMENTS IN SUBSIDIARIES (CONT'D)

Details of the subsidiaries are as follows:

Name of subsidiaries	Principal place of business/Country of incorporation	Effective equity held by the Group	
		2026	2025
		%	%
<i>Direct subsidiaries of the Company</i>			
Bukit Sembawang View Pte. Ltd.	Singapore	100	100
Singapore United Estates (Private) Limited	Singapore	100	100
Sembawang Estates (Private) Limited	Singapore	100	100
Paterson Collection Pte. Ltd.	Singapore	100	100
Paterson One Pte. Ltd.	Singapore	100	100
BSEL Development Pte. Ltd.	Singapore	100	100
Bukit Sembawang Land Pte. Ltd.	Singapore	100	100
Bukit One Pte. Ltd.	Singapore	100	100
Bukit Two Pte. Ltd.	Singapore	100	100

Deloitte & Touche LLP, Singapore are the auditors of all Singapore-incorporated subsidiaries.

7 DEFERRED TAX ASSETS/(LIABILITIES)

Movements in deferred tax assets and liabilities of the Group (prior to offsetting of balances) during the year are as follows:

	At April 1, 2024	Recognised in profit or loss (Note 21)	At March 31, 2025	Recognised in profit or loss (Note 21)	At March 31, 2026
	\$'000	\$'000	\$'000	\$'000	\$'000
Group					
Deferred tax assets					
Development properties	7,327	(7,327)	—	—	—
Trade and other payables	1,088	(390)	698	260	958
Tax losses	3,888	24,522	28,410	(24,910)	3,500
Others	191	10	201	(16)	185
	12,494	16,815	29,309	(24,666)	4,643
Deferred tax liabilities					
Property, plant and equipment	(562)	(310)	(872)	(221)	(1,093)
Development properties	(9,363)	(38,029)	(47,392)	11,119	(36,273)
Trade and other receivables	(173)	146	(27)	3	(24)
	(10,098)	(38,193)	(48,291)	10,901	(37,390)

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

7 DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

The amounts determined after appropriate offsetting are included in the statements of financial position as follows:

	Group	
	2026	2025
	\$'000	\$'000
Deferred tax assets	–	904
Deferred tax liabilities	(32,747)	(19,886)

Movements in deferred tax liabilities of the Company during the year are as follows:

	At April 1, 2024	Recognised in profit or loss	At March 31, 2025	Recognised in profit or loss	At March 31, 2026
	\$'000	\$'000	\$'000	\$'000	\$'000
Company					

Deferred tax liabilities

Trade and other receivables	(173)	146	(27)	3	(24)
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Deferred tax liabilities and assets are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when the deferred taxes relate to the same tax authority.

Unrecognised deferred tax assets

Deferred tax assets have not been recognised in respect of the following items because it is not probable that future taxable profit will be available against which the Group can use the benefits therefrom.

	Group	
	2026	2025
	\$'000	\$'000
Deductible temporary differences	5,377	5,946

8 DEVELOPMENT PROPERTIES

	Group	
	2026	2025
	\$'000	\$'000
Properties under development	1,133,827	517,835

Development properties are classified as current assets in accordance with SFRS(I) 1-1 *Presentation of Financial Statements* as they are expected to be realised in the normal operating cycle.

Development properties recognised as "cost of sales" amounted to \$164,535,000 (2025: \$392,921,000) during the year.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

9 CONTRACT COSTS

The amount relates to commission fees incurred to property agents for securing sale contracts for the Group's development properties. During the year, \$2,011,000 (2025: \$4,933,000) of commission fees incurred were capitalised as contract costs.

Capitalised commission fees are amortised when the related revenue is recognised. During the year, \$1,793,000 (2025: \$12,053,000) was recognised in profit or loss.

10 CONTRACT ASSETS/(LIABILITIES)

	Note	Group	
		2026 \$'000	2025 \$'000
Contract assets	(i)	199,366	282,972
Contract liabilities	(ii)	(19,783)	(22,453)

(i) Contract assets

As at April 1, 2024, the Group has contract assets amounting to \$180,777,000. The contract assets relate primarily to the Group's right to consideration for work completed but not billed at the reporting date in respect of its property development business. The contract assets are transferred to trade receivables when the rights become unconditional. This usually occurs when the Group invoices the customer.

(ii) Contract liabilities

Contract liabilities relate primarily to:

- advance consideration received from customers; and
- progress billings issued in excess of the Group's rights to the consideration.

As at April 1, 2024, the Group has contract liabilities amounting to \$14,468,000. Contract liabilities are recognised when the Group receives advance consideration from customers in accordance with the agreed payment schedule and the progress of the construction work. Contract liabilities are recognised as revenue when the Group fulfils its performance obligation under the contract with the customer based on the progress of the construction work.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

10 CONTRACT ASSETS/(LIABILITIES) (CONT'D)

The significant changes in contract assets and contract liabilities during the year are as follows:

	Group	
	2026	2025
	\$'000	\$'000
Contract assets reclassified to trade receivables	(282,972)	(180,777)
Changes in measurement of progress of the construction work	199,366	282,972
Contract liabilities at the beginning of the year recognised as revenue during the year	22,453	14,468
Increase due to cash received, excluding amounts recognised as revenue during the year	(19,783)	(22,453)

11 TRADE AND OTHER RECEIVABLES

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Trade receivables	76,347	88,185	–	–
Deposits	1,035	972	–	–
Interest receivable	204	406	732	160
Other receivables	188	334	–	1
Amounts due from subsidiaries	–	–	610,137	805,588
Loss allowance recognised	–	–	(34,171)	(39,005)
	–	–	575,966	766,583
	77,774	89,897	576,698	766,744
Prepayments	660	1,568	40	43
	78,434	91,465	576,738	766,787

As at April 1, 2024, trade receivables from contracts with customers amounted to \$14,693,000. The amounts due from subsidiaries are non-trade in nature, unsecured, interest-free and are repayable on demand, except for a balance amounting to \$223,150,000 (2025: \$Nil) that bears interest of 1.83% to 2.03% (2025: Nil%) per annum. Details about the Group's credit risk management and impairment policies are disclosed in Note 27.

12 CASH AND CASH EQUIVALENTS

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Amounts held under "Project Account Rules - 1997 Ed."	154,692	134,738	–	–
Fixed deposits placed with financial institutions	230,404	393,158	219,118	388,000
Cash at banks and in hand	54,184	54,525	12,673	2,631
	439,280	582,421	231,791	390,631

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

12 CASH AND CASH EQUIVALENTS (CONT'D)

As at March 31, 2026, the interest rates per annum for cash and cash equivalents of the Group and Company ranged from 0.15% to 1.25% (2025: 0.15% to 2.85%).

The withdrawals from amounts held under "Project Account Rules – 1997 Ed." are restricted to payments for expenditure incurred on development projects.

In 2026, amounts held under the "Project Account Rules – 1997 Ed." includes \$135,500,000 (2025: \$118,000,000) held in fixed deposits placed with financial institutions. The fixed deposits have maturity periods of 2 to 30 days (2025: 1 to 28 days) from the end of the financial year.

13 SHARE CAPITAL

	2026		2025	
	Number of shares		Number of shares	
	'000	\$'000	'000	\$'000
Issued and fully-paid ordinary shares with no par value				
At beginning and end of the year	258,911	631,801	258,911	631,801

The holders of ordinary shares are entitled to receive dividends as declared from time to time, and are entitled to one vote per share at meetings of the Company. All shares rank equally with regard to the Company's residual assets.

14 RESERVES

The reserves of the Group and of the Company comprise accumulated profits.

15 BORROWINGS

	Group	
	2026	2025
	\$'000	\$'000
Non-current liabilities		
- Unsecured bank loans	230,433	–

The bank loans bore interest at rates ranging from 1.76% to 2.29% (2025: Nil%) per annum during the year. During the year, the Group has made a partial repayment of its bank loans.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

15 BORROWINGS (CONT'D)

Reconciliation of movements of liabilities and assets to cash flows arising from financing activities

Group	<u>Liabilities</u>		<u>Assets</u>		<u>Total</u>
	<u>Borrowings</u>	<u>Accrued interest payable</u>	<u>Lease liabilities⁽¹⁾</u>	<u>Prepayments⁽²⁾</u>	
	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at April 1, 2025	–	–	1,010	(1,262)	(252)
Changes from financing cash flows					
Proceeds from borrowings	259,000	–	–	–	259,000
Repayment of borrowing	(28,000)	–	–	–	(28,000)
Payment for lease liabilities	–	–	(573)	–	(573)
Interest paid	–	(2,521)	(23)	(42)	(2,586)
Total changes from financing cash flows	231,000	(2,521)	(596)	(42)	227,841
Other changes					
New leases	–	–	539	–	539
Termination of lease	–	–	(4)	–	(4)
Upfront bank loan facilities fees utilised	(777)	–	–	777	–
Amortisation of upfront bank loan facilities fees	210	–	–	99	309
Interest expense	–	2,681	23	90	2,794
Total non-cash changes	(567)	2,681	558	966	3,638
Balance at March 31, 2026	230,433	160	972	(338)	231,227
Balance at April 1, 2024	–	–	650	(88)	562
Changes from financing cash flows					
Payment for lease liabilities	–	–	(645)	–	(645)
Interest paid	–	–	(23)	(1,329)	(1,352)
Total changes from financing cash flows	–	–	(668)	(1,329)	(1,997)
Other changes					
New leases	–	–	1,039	–	1,039
Termination of lease	–	–	(7)	–	(7)
Others	–	–	(27)	–	(27)
Interest expense	–	–	23	155	178
Total non-cash changes	–	–	1,028	155	1,183
Balance at March 31, 2025	–	–	1,010	(1,262)	(252)

⁽¹⁾ Refer to Notes 16 and 25.

⁽²⁾ Included in prepayments (Note 11) are prepaid bankers' guarantee commissions and upfront bank loan facilities fees not yet utilised.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

16 LEASE LIABILITIES

	Group	
	2026	2025
	\$'000	\$'000
Lease liabilities		
- Current	580	535
- Non-current	392	475
	972	1,010

The incremental borrowing rate of the Group's lease liabilities is 2.17% to 4.35% (2025: 2.83% to 4.35%) per annum at the reporting date.

Information about the Group's exposure to liquidity risk is included in Note 27.

17 TRADE AND OTHER PAYABLES

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Current				
Trade payables	16,843	3,761	658	619
Retention sums payable	29,366	20,017	–	–
Accrued development costs	46,995	23,490	–	–
Accrued interest payable	160	–	–	–
Accrued operating expenses	4,255	4,229	669	864
Sundry payables	4,598	5,115	41	–
Deferred income	844	724	–	–
Amounts due to subsidiaries	–	–	417,822	758,995
	103,061	57,336	419,190	760,478

As at April 1, 2024, the Group has deferred income amounting to \$582,000. Deferred income relates to advance consideration received for serviced apartment stays which are recognised as revenue at the point when accommodations and related services are rendered. The amount of revenue recognised in the current reporting period which relates to brought forward deferred income is \$724,000 (2025: \$582,000).

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

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

18 REVENUE

	Group	
	2026	2025
	\$'000	\$'000
Development properties for which revenue is:		
- recognised over time	331,119	535,161
Hospitality income	13,785	14,142
Rental and related income	649	658
	<u>345,553</u>	<u>549,961</u>

19 PROFIT FROM OPERATIONS

The following items have been included in arriving at profit from operations:

	Note	Group	
		2026	2025
		\$'000	\$'000
Depreciation of investment property	4	162	162
Depreciation of property, plant and equipment	5	4,558	4,510
Direct operating expenses arising from rental of investment property (excluding depreciation)		153	144
Fees paid to auditors of the Company:			
- Audit		260	238
- Non-audit fees		54	53
Gain on disposal of property, plant and equipment		-	(4)
Grant income		(59)	(2)
Impairment loss on property, plant and equipment written back*	5	(3,723)	(3,932)
Loss on lease termination		-	2
Staff costs		7,670	7,629
Contributions to defined contribution plans (included in staff costs)		<u>678</u>	<u>657</u>

* Included in "other operating income" in the consolidated statement of comprehensive income.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

20 NET FINANCE INCOME

	Group	
	2026	2025
	\$'000	\$'000
Finance income		
Interest income:		
- Fixed deposits	3,963	14,584
- Cash at bank	85	94
Total interest income arising from financial assets measured at amortised cost	4,048	14,678
Finance costs		
Amortisation of transaction costs on borrowings	(309)	–
Interest expense on:		
- lease liabilities	(23)	(23)
- borrowings	(2,771)	(155)
Interest expense on financial liabilities measured at amortised cost	(3,103)	(178)
Net finance income	945	14,500

21 TAX EXPENSE

	Group	
	2026	2025
	\$'000	\$'000
Current tax expense		
Current year	14,537	2,477
Over provision in respect of prior years	(375)	(711)
	14,162	1,766
Deferred tax expense		
Origination and reversal of temporary differences	13,765	21,378
Tax expense	27,927	23,144
Reconciliation of effective tax rate		
Profit before tax	156,570	137,436
Tax calculated using Singapore tax rate of 17% (2025: 17%)	26,617	23,364
Non-deductible expenses	1,783	670
Non-taxable income	(1,275)	(955)
Changes in unrecognised temporary differences	1,177	776
Over provision in respect of prior years	(375)	(711)
	27,927	23,144

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

22 EARNINGS PER SHARE

Details of the basic and diluted earnings per share are as follows:

	Group	
	2026	2025
	\$'000	\$'000
Basic and diluted earnings per share is based on:		
Profit for the year	128,643	114,292
	Number of shares	Number of shares
	'000	'000
Weighted average number of ordinary shares	258,911	258,911

Diluted earnings per share is the same as basic earnings per share as there are no dilutive instruments in issue during the year.

23 DIVIDENDS

The following dividends were declared and paid by the Company:

	Company	
	2026	2025
	\$'000	\$'000
Final dividend paid of \$0.04 per share in respect of 2025	10,356	–
Special dividend paid of \$0.16 per share in respect of 2025	41,426	–
Final dividend paid of \$0.04 per share in respect of 2024	–	10,356
Special dividend paid of \$0.12 per share in respect of 2024	–	31,069
	51,782	41,425

After the respective reporting dates, the following dividends were proposed by the directors. These dividends have not been provided for.

	Company	
	2026	2025
	\$'000	\$'000
Final dividend proposed of \$0.04 per share in respect of 2026	10,356	–
Special dividend proposed of \$0.18 per share in respect of 2026	46,604	–
Final dividend paid of \$0.04 per share in respect of 2025	–	10,356
Special dividend paid of \$0.16 per share in respect of 2025	–	41,426
	56,960	51,782

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

24 RELATED PARTIES

Transactions with key management personnel

	Group	
	2026	2025
	\$'000	\$'000
Key management personnel compensation comprised:		
Directors' fees	492	520
Short-term employee benefits	1,787	1,708
Contributions to defined contribution plans	86	84
	<u>2,365</u>	<u>2,312</u>
Revenue recognised from sale of properties under development to persons associated with a key management personnel	<u>-</u>	<u>2,380</u>

Key management personnel include the directors of the Company and key executives of the Group.

25 LEASES

Leases as lessee

The Group leases an office premise, a residential unit and office equipment. The leases typically run for periods ranging from 2 to 9 years (2025: 2 to 9 years), with options to renew the lease after the lease expiry date for certain leases. For certain leases, the Group is restricted from entering into any sub-lease arrangements.

Information about leases for which the Group is a lessee is presented below.

Right-of-use assets

Right-of-use assets related to leased properties that do not meet the definition of investment property are presented as property, plant and equipment (see Note 5).

	Leased properties	Furniture, fittings and equipment	Total
	\$'000	\$'000	\$'000
Balance at April 1, 2024	570	35	605
Additions	1,017	22	1,039
Depreciation charge for the year	(651)	(15)	(666)
Derecognition	(9)	-	(9)
Balance at March 31, 2025	<u>927</u>	<u>42</u>	<u>969</u>
Additions	492	47	539
Depreciation charge for the year	(553)	(15)	(568)
Derecognition	-	(4)	(4)
Balance at March 31, 2026	<u>866</u>	<u>70</u>	<u>936</u>

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

25 LEASES (CONT'D)

Amounts recognised in profit or loss

	Group	
	2026	2025
	\$'000	\$'000
Interest on lease liabilities	23	23
Loss on lease termination	–	2

Amounts recognised in consolidated statement of cash flows

	Group	
	2026	2025
	\$'000	\$'000
Interest paid	23	23
Repayment of lease liabilities	573	645
	596	668

Extension options

Some property leases contain extension options exercisable by the Group up to one year before the end of the non-cancellable contract period. Where practicable, the Group seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Group and not by the lessors. 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 are significant events or significant changes in circumstances within its control.

Leases as lessor

The Group leases out its investment property consisting of its owned commercial properties (see Note 4). All leases are classified as operating leases from a lessor perspective.

Operating lease

The Group leases out its investment property. The Group has classified these leases as operating leases, because they do not transfer substantially all of the risks and rewards incidental to the ownership of the assets. Note 4 sets out information about the operating leases of investment property.

Rental income from investment property recognised by the Group during 2026 was \$618,000 (2025: \$606,000).

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

25 LEASES (CONT'D)

Operating lease (Cont'd)

The following table sets out a maturity analysis of lease rental receivables, showing the undiscounted lease payments to be received after the reporting date.

	Group	
	2026	2025
	\$'000	\$'000
Less than one year	406	618
One to two years	13	406
Two to three years	–	13
Total	419	1,037

26 CORPORATE GUARANTEE

The Company provided corporate guarantees to subsidiaries to secure banking facilities as at March 31, 2026 and March 31, 2025.

27 FINANCIAL RISK MANAGEMENT

Overview

The Group has exposure to the following risks arising from financial instruments:

- credit risk
- liquidity risk
- foreign exchange risk
- market risk

This note presents information about the Group's exposure to each of the above risks, the Group's objectives, policies and processes for measuring and managing risk, and the Group's management of capital.

Risk management framework

Risk management is integral to the whole business of the Group. The Group has a system of controls in place to create an acceptable balance between the cost of risks occurring and the cost of managing the risks. The management continually monitors the Group's risk management process to ensure that an appropriate balance between risk and control is achieved.

The Audit and Risk Management Committee oversees how management monitors compliance with the Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Audit and Risk Management Committee is assisted in its oversight role by Internal Audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the Audit and Risk Management Committee.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

27 FINANCIAL RISK MANAGEMENT (CONT'D)

Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers.

The Group's primary exposure to credit risk arises through its trade and other receivables and contract assets which relate mainly to amounts due from buyers of the Group's development properties. Settlement of such receivables is based on an agreed schedule in the sale and purchase agreements and the historical default rate has been low. Cash is placed with financial institutions with good credit rating.

At the reporting date, there was no significant concentration of credit risk for the Group. At the reporting date, the amounts due from subsidiaries of \$575,966,000 (2025: \$766,583,000) represent a significant portion of the Company's financial assets. The carrying amount of financial assets and contract assets represent the maximum credit exposure to credit risk, before taking into account any collateral held.

Trade and other receivables and contract assets

For trade receivables and unbilled revenue from sale of development properties, the Group collects deposits from purchasers of the properties. If a purchaser defaults on payments, the Group may enforce payments via legal proceedings or if the purchaser is assessed to be insolvent, the Group may resume possession of the units, retain a portion of the purchaser's deposits from payments made to date, and resell the property.

For trade receivables from rental debtors, the Group typically collects deposits or bankers' guarantees as collateral. Late payments (if any) are monitored closely.

Exposure to credit risk

The maximum exposure to credit risk for trade and other receivables and contract assets at the reporting date by business segment is set out below:

	Group		Company	
	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000
Property development	276,282	371,963	–	–
Hospitality	715	745	–	–
Investment holding	143	161	576,698	766,744
	277,140	372,869	576,698	766,744

Expected credit loss assessment

The Group uses an allowance matrix to measure the ECL of trade receivables and contract assets from individual customers, which comprise a very large number of small balances.

Loss rates are based on actual credit loss experience over the past 3 years (2025: 3 years). These rates are adjusted to reflect differences between economic conditions during the period over which the historic data has been collected, current conditions and the Group's view of economic conditions over the expected lives of the receivables. The exposure to credit risk and ECL for trade receivables and contract assets as at March 31, 2026 and March 31, 2025 is insignificant.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

27 FINANCIAL RISK MANAGEMENT (CONT'D)

Expected credit loss assessment (Cont'd)

The following table provides information about the exposure to credit risk for trade receivables and contract assets as at March 31, 2026 and March 31, 2025:

	Group	
	2026	2025
	\$'000	\$'000
Not past due	269,085	369,602
Past due 1 - 30 days	2,623	1,555
Past due 31 - 60 days	3,797	–
Past due more than 60 days	208	–
	<u>275,713</u>	<u>371,157</u>

Non-trade amounts due from subsidiaries

The Company held non-trade receivables from its subsidiaries which were advanced to its subsidiaries to meet their funding requirements. Impairment on these balances has been measured on the 12-month or lifetime expected loss basis, as appropriate. During the year, there is a write-back of loss allowance of \$4,834,000 (2025: \$5,362,000) on amounts due from certain subsidiaries (Note 11) due to an improvement in the financial positions of the subsidiaries.

The movements in the allowance for impairment in respect of amounts due from subsidiaries during the year are as follows:

	Company
	Lifetime ECL
	\$'000
At April 1, 2024	44,367
Write-back of loss allowance	(5,362)
At March 31, 2025	<u>39,005</u>
Write-back of loss allowance	(4,834)
At March 31, 2026	<u>34,171</u>

Cash and cash equivalents

The cash and cash equivalents are held with bank and financial institution counterparties with good credit ratings.

Impairment on cash and cash equivalents has been measured on the 12-month expected loss basis and reflects the short maturity of the exposure. The Group considers that its cash and cash equivalents have low credit risk based on the external credit ratings of the counterparties. The amount of the allowance on cash and cash equivalents as at March 31, 2026 and March 31, 2025 was negligible.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

27 FINANCIAL RISK MANAGEMENT (CONT'D)

Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligation associated with its financial liabilities that are settled by delivering cash or another financial asset.

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents and credit facilities deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows.

The following are the contractual maturities of financial liabilities, including estimated interest payments and excluding the impact of netting agreements.

	Carrying amount	Contractual cash flows	Cash flows		
			Within 1 year	Between 1 to 5 years	After 5 years
	\$'000	\$'000	\$'000	\$'000	\$'000
Group					
March 31, 2026					
Non-derivative financial liabilities					
Borrowings	230,433	(244,461)	(5,384)	(239,077)	–
Lease liabilities	972	(993)	(596)	(397)	–
Trade and other payables*	102,217	(102,217)	(102,217)	–	–
	<u>333,622</u>	<u>(347,671)</u>	<u>(108,197)</u>	<u>(239,474)</u>	<u>–</u>

March 31, 2025 Non-derivative financial liabilities

Lease liabilities	1,010	(1,064)	(556)	(508)	–
Trade and other payables*	56,612	(56,612)	(56,612)	–	–
	<u>57,622</u>	<u>(57,676)</u>	<u>(57,168)</u>	<u>(508)</u>	<u>–</u>

Company

March 31, 2026 Non-derivative financial liabilities

Trade and other payables	<u>419,190</u>	<u>(419,190)</u>	<u>(419,190)</u>	<u>–</u>	<u>–</u>
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March 31, 2025 Non-derivative financial liabilities

Trade and other payables	<u>760,478</u>	<u>(760,478)</u>	<u>(760,478)</u>	<u>–</u>	<u>–</u>
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* Excludes deferred income.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

27 FINANCIAL RISK MANAGEMENT (CONT'D)

Foreign exchange risk

The Group and Company's operational activities are mainly transacted in Singapore dollars and therefore it has minimal exposure to foreign exchange risk.

Market risk

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

Interest rate risk

As at March 31, 2026, all the Group's bank loans in Singapore are exposed to the Singapore Overnight Rate Average ("SORA").

Exposure to interest rate risk

At the reporting date, the interest rate profile of the interest-bearing financial instruments was as follows:

	Group	
	Nominal amount	
	2026	2025
	\$'000	\$'000
Variable rate instruments		
Borrowings	231,000	–

Interest rate sensitivity analysis for variable rate instruments

A change of 50 (2025: Nil) basis points in interest rates at the reporting date would have increased/ (decreased) profit or loss (before any tax effect) by the amounts shown below. This analysis assumes that all other variables remain constant and does not take into account the effect of qualifying borrowing costs allowed for capitalisation and the associated tax effects.

	Group	
	Profit or loss	
	50 bp increase	50 bp decrease
	\$'000	\$'000
2026		
Interest rate sensitivity	(1,155)	1,155

Fair value sensitivity analysis for fixed rate instruments

The Group does not account for any fixed rate financial liabilities at FVTPL. Therefore, in respect of the fixed rate instruments, a change in interest rates at the reporting date would not affect profit or loss.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

27 FINANCIAL RISK MANAGEMENT (CONT'D)

Capital management policy

The Board's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board of Directors monitors the return on capital, which the Group defines as net operating income divided by total shareholders' equity. The Board also monitors the level of dividends to ordinary shareholders. For these purposes, the Group defines "capital" as all components of equity.

The Group regularly reviews and manages its capital structure, comprising shareholders' equity and borrowings, to ensure optimal capital structure and shareholders' returns, taking into consideration operating cash flows, capital expenditure, gearing ratio and prevailing market interest rates.

Under the Housing Developers (Control and Licensing) Act, in order to qualify for a housing developer's licence, certain subsidiaries of the Company are required to maintain a minimum paid-up capital of \$1,000,000. These entities complied with the requirement throughout the year. Other than as disclosed above, the Company and its subsidiaries are not subject to externally imposed capital requirements.

Accounting classifications and fair values

The carrying amounts of financial assets and financial liabilities are set out below. It does not include fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

	Note	Amortised cost \$'000	Other financial liabilities \$'000	Total carrying amount \$'000
Group				
March 31, 2026				
Financial assets not measured at fair value				
Trade and other receivables*	11	77,774	–	77,774
Cash and cash equivalents	12	439,280	–	439,280
		<u>517,054</u>	<u>–</u>	<u>517,054</u>
Financial liabilities not measured at fair value				
Borrowings	15	–	(230,433)	(230,433)
Lease liabilities	16	–	(972)	(972)
Trade and other payables#	17	–	(102,217)	(102,217)
		<u>–</u>	<u>(333,622)</u>	<u>(333,622)</u>

* Excludes prepayments.

Excludes deferred income.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

27 FINANCIAL RISK MANAGEMENT (CONT'D)

Accounting classifications and fair values (Cont'd)

	Note	Amortised cost \$'000	Other financial liabilities \$'000	Total carrying amount \$'000
Group				
March 31, 2025				
Financial assets not measured at fair value				
Trade and other receivables*	11	89,897	–	89,897
Cash and cash equivalents	12	582,421	–	582,421
		<u>672,318</u>	<u>–</u>	<u>672,318</u>
Financial liabilities not measured at fair value				
Lease liabilities	16	–	(1,010)	(1,010)
Trade and other payables#	17	–	(56,612)	(56,612)
		<u>–</u>	<u>(57,622)</u>	<u>(57,622)</u>
Company				
March 31, 2026				
Financial assets not measured at fair value				
Trade and other receivables*	11	576,698	–	576,698
Cash and cash equivalents	12	231,791	–	231,791
		<u>808,489</u>	<u>–</u>	<u>808,489</u>
Financial liabilities not measured at fair value				
Trade and other payables	17	–	(419,190)	(419,190)
March 31, 2025				
Financial assets not measured at fair value				
Trade and other receivables*	11	766,744	–	766,744
Cash and cash equivalents	12	390,631	–	390,631
		<u>1,157,375</u>	<u>–</u>	<u>1,157,375</u>
Financial liabilities not measured at fair value				
Trade and other payables	17	–	(760,478)	(760,478)

* Excludes prepayments.

Excludes deferred income.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

28 OPERATING SEGMENTS

The Group has three reportable segments, as described below, which are the Group's strategic business units. For each of the strategic business units, the Board of Directors reviews internal management reports at least on a quarterly basis. The following summary describes the operations in each of the Group's reportable segments:

- Property development: Development of residential properties for sale.
- Investment holding: Holding and management of office building and investments.
- Hospitality: Owner of serviced apartment units.

Information regarding the results of each reportable segment is included below. Performance is measured based on segment profit before tax, as included in the internal management reports that are reviewed by the Board of Directors. Segment profit before tax is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

Segment information by geographical segment is not presented as the Group's operations are in Singapore.

Information about reportable segments

	Property development		Investment holding		Hospitality		Total	
	2026	2025	2026	2025	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Total revenue	334,801	539,538	934	1,048	13,785	14,142	349,520	554,728
Inter-segment revenue	(3,670)	(4,343)	(297)	(424)	–	–	(3,967)	(4,767)
External revenue	331,131	535,195	637	624	13,785	14,142	345,553	549,961
Segment results	151,221	118,075	(725)	(739)	9,849	10,272	160,345	127,608
Finance income	1,931	2,749	1,998	11,792	119	137	4,048	14,678
Finance costs	(3,097)	(170)	–	–	(6)	(8)	(3,103)	(178)
Depreciation	(587)	(652)	(162)	(162)	(3,971)	(3,858)	(4,720)	(4,672)
Reportable segment profit before tax	149,468	120,002	1,111	10,891	5,991	6,543	156,570	137,436
Tax expense							(27,927)	(23,144)
Profit for the year							128,643	114,292
Material non-cash item:								
- Impairment loss on property, plant and equipment written back	–	–	–	–	3,723	3,932	3,723	3,932
Other segment information:								
- Capital expenditure	(75)	(97)	–	–	(100)	(91)	(175)	(188)

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2026

28 OPERATING SEGMENTS (CONT'D)

Information about reportable segments (Cont'd)

	Property development		Investment holding		Hospitality		Total	
	2026	2025	2026	2025	2026	2025	2026	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Segment assets	1,606,760	1,076,692	234,485	393,508	230,089	224,989	2,071,334	1,695,189
Deferred tax assets	–	–	–	–	–	–	–	904
Total assets as at March 31	1,606,760	1,076,692	234,485	393,508	230,089	224,989	2,071,334	1,696,093
Segment liabilities	349,070	75,458	1,368	1,482	3,959	4,007	354,397	80,947
Current tax payable	–	–	–	–	–	–	14,546	2,477
Deferred tax liabilities	–	–	–	–	–	–	32,747	19,886
Total liabilities as at March 31	349,070	75,458	1,368	1,482	3,959	4,007	401,690	103,310

PROPERTIES OF THE GROUP

YEAR ENDED 31 MARCH 2026

The properties of the Group as at 31 March 2026 are as follows:

Location	Tenure	Site Area (Sq M)	Gross Floor Area (Sq M)	% of Completion	Expected Date of Completion	Group's Effective Interest in Property (%)	Description
Land in Seletar Hills Area							
Lots 18513M & 18512C, MK 18 at Yio Chu Kang Road/Ang Mo Kio Avenue 5/Seletar Road							
Phase 10	999-year lease commencing January 1879	38,941 ¹	40,856 ¹	38%	3Q 2028	100%	Main building works in progress.
Phase 11	999-year lease commencing January 1879	41,515 ²	40,919 ²	7%	4Q 2029	100%	Main building works in progress.
Phase 12	999-year lease commencing January 1879	41,687 ³	40,146 ³	6%	2Q 2029	100%	Main building works in progress.
Lots 18633M & 18634W (formerly known as 18415A-PT) 18416K-PT, 16449W-PT, MK 18 at Nim Road/Ang Mo Kio Avenue 5							
Phase 3	99-year lease commencing December 2019 ⁴	38,779	35,479 ⁵	95%	2Q 2026	100%	Main building works in progress.
Phase 4	99-year lease commencing April 2025 ⁶	48,857	48,421 ⁷	21%	4Q 2028	100%	Main building works in progress.
Lot 9934W MK 18 at Ang Mo Kio Avenue 5/Nim Road/CTE	Statutory grant	19,094	22,294 ⁸	9%	4Q 2028	100%	Main building works in progress.

¹ Luxus Hills Phase 10: Based on Written Permission granted on 7 December 2023.

² Luxus Hills Phase 11: Based on Written Permission granted on 26 August 2025.

³ Luxus Hills Phase 12: Based on Written Permission granted on 18 October 2024.

⁴ The Singapore Land Authority ("SLA") granted approval for developing Lot 18633M (formerly known as Lot 18415A part MK 18) agricultural land into Phase 3 (total 132 units) of landed housing and re-issued a fresh 99-year lease without building restriction.

⁵ Nim Collection Phase 3: Based on Written Permission granted on 14 April 2022.

⁶ The Singapore Land Authority ("SLA") granted approval for developing Lot 18634W (formerly known as Lot 18415A part MK 18) agricultural land into Phase 4 (total 186 units) of landed housing and re-issued a fresh 99-year lease without building restriction.

⁷ Nim Collection Phase 4: Based on Written Permission granted on 22 April 2025.

⁸ Nim Collection Phase 5: Based on Written Permission granted on 22 April 2025.

PROPERTIES OF THE GROUP

YEAR ENDED 31 MARCH 2026

Location	Tenure	Site Area (Sq M)	Gross Floor Area (Sq M)	% of Completion	Expected Date of Completion	Group's Effective Interest in Property (%)	Description
Residential Apartment Sites							
Lot 00792X, TS 28 at 2 Makeway Avenue	Freehold	3,864	11,914 ⁹	100%	2Q 2024	100%	Certificate of Statutory Completion obtained on 23 April 2026.
Lot 4343V, MK 25 at 114A, 114B, 114C & 114D Arthur Road	99 Years from 23 November 2021	13,077	30,208 ¹⁰	100%	1Q 2025	100%	Certificate of Statutory Completion obtained on 12 November 2025.
Lot 02904P, MK 16 at Bukit Timah Link	99 Years from 13 February 2023	4,611	14,941 ¹¹	26%	4Q 2027	100%	Main building works in progress.

Location	Tenure	Floor Area (Sq M)	Description
Investment Property in Orchard Road			
7 th Storey Tong Building	Freehold	638	Office premises for lease.
Property Owner			
Lot 01549N TS21 at Paterson Road/Lengkok Angsa	Freehold	10,981	Operation of serviced apartments since 1 April 2019.

⁹ The Atelier at Makeway Avenue: Based on Written Permission granted on 7 January 2026.

¹⁰ LIV@MB at Arthur Road: Based on Written Permission granted on 27 September 2024.

¹¹ 8@BT at Bukit Timah Link: Based on Written Permission granted on 5 August 2024.

SHAREHOLDING STATISTICS

AS AT 22 JUNE 2026

Number of Issued Shares : 258,911,326
Class of Shares : Ordinary shares
Voting Rights : One vote per share

DISTRIBUTION OF SHAREHOLDINGS

Size of Shareholdings	No. of Shareholders	%	No. of Shares	%
1 to 99	342	5.53	3,970	0.00
100 to 1,000	1,184	19.17	943,234	0.37
1,001 to 10,000	3,404	55.11	14,779,806	5.71
10,001 to 1,000,000	1,226	19.85	55,593,370	21.47
1,000,001 and above	21	0.34	187,590,946	72.45
Total	6,177	100.00	258,911,326	100.00

Based on the Registers of Shareholders and to the best knowledge of the Company, approximately 56.48% of the issued shares of the Company are held by the public. Accordingly, Rule 723 of the Listing Manual issued by the Singapore Exchange Securities Trading Limited is complied with.

TWENTY LARGEST SHAREHOLDERS

No.	Name of Shareholders	No. of Shares	%
1	LRG PROPERTY INVESTMENT PTE. LTD.	75,323,072	29.09
2	CITIBANK NOMINEES SINGAPORE PTE LTD	28,352,607	10.95
3	LEE RUBBER COMPANY (PTE) LIMITED	21,955,968	8.48
4	DBS NOMINEES (PRIVATE) LIMITED	15,161,730	5.86
5	KALLANG DEVELOPMENT (PTE) LIMITED	11,875,192	4.59
6	THE GREAT EASTERN LIFE ASSURANCE COMPANY LIMITED - PARTICIPATING FUND	6,171,184	2.38
7	DBS VICKERS SECURITIES (SINGAPORE) PTE LTD	3,265,800	1.26
8	LEE FOUNDATION	2,963,130	1.15
9	LEE FOUNDATION STATES OF MALAYA	2,711,300	1.05
10	RAFFLES NOMINEES (PTE.) LIMITED	2,427,842	0.94
11	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	2,226,011	0.86
12	HSBC (SINGAPORE) NOMINEES PTE LTD	2,104,706	0.81
13	MORGAN STANLEY ASIA (SINGAPORE) SECURITIES PTE LTD	2,094,400	0.81
14	PHILLIP SECURITIES PTE LTD	2,088,457	0.81
15	YEO REALTY & INVESTMENTS (PTE.) LIMITED	1,603,000	0.62
16	OCBC SECURITIES PRIVATE LIMITED	1,429,662	0.55
17	UOB KAY HIAN PRIVATE LIMITED	1,401,064	0.54
18	OCBC NOMINEES SINGAPORE PRIVATE LIMITED	1,221,821	0.47
19	TAN PROPRIETARY (PRIVATE) LIMITED	1,200,000	0.46
20	KARLSSON BENGT GUNNAR	1,010,000	0.39
	Total	186,586,946	72.07

SHAREHOLDING STATISTICS

AS AT 22 JUNE 2026

SUBSTANTIAL SHAREHOLDERS

(as shown in the Register of Substantial Shareholders)

Shareholders	Direct Interest	Deemed Interest
Selat Pte Limited	-	75,323,072 ¹
Lee Rubber Company (Pte) Limited	21,955,968	11,875,192 ²
LRG Property Investment Pte. Ltd.	75,323,072	-

¹ 75,323,072 shares owned by LRG Property Investment Pte. Ltd.

² 11,875,192 shares owned by Kallang Development (Pte) Limited.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the 60th Annual General Meeting of the Company will be convened and held at the Riverfront Ballroom, Level 2, Grand Copthorne Waterfront Hotel, 392 Havelock Road, Singapore 169663 on Friday, 31 July 2026 at 10.30 a.m. to transact the business as set out below.

This Notice has been made available on SGXNET and the Company's website at www.bsel.sg/agm2026. Printed copies of this Notice will be despatched to members.

As Ordinary Business

1. To receive and adopt the Directors' Statement and Audited Financial Statements for the financial year ended 31 March 2026 and the Auditor's Report thereon. **(Resolution 1)**
2. To approve and declare a final one-tier tax exempt dividend of 4 cents per share and a special one-tier tax exempt dividend of 18 cents per share for the financial year ended 31 March 2026. **(Resolution 2)**
3. To note the retirement of Mr Koh Poh Tiong as a Director of the Company.
4. To re-elect Mr Ong Sim Ho, who is retiring by rotation pursuant to Regulation 94 of the Company's Constitution, as a Director of the Company. **(Resolution 3)**

Mr Ong Sim Ho, if re-elected, will remain as the Chairman of the Audit and Risk Management Committee, and a Member of the Nominating, Remuneration and Project Development Committees, and will be considered independent for the purposes of Rule 704(7) of the Listing Manual of the SGX-ST.

5. To re-elect Mr Tan Swee Yiow, who is retiring by rotation pursuant to Regulation 94 of the Company's Constitution, as a Director of the Company. **(Resolution 4)**

Mr Tan Swee Yiow, if re-elected, will remain as a Member of the Audit and Risk Management, Nominating, Remuneration and Project Development Committees, and will be considered independent for the purposes of Rule 704(7) of the Listing Manual of the SGX-ST.

6. To approve the payment of Directors' fees of \$491,750 (2025: \$520,250) for the financial year ended 31 March 2026. **(Resolution 5)**
7. To re-appoint Deloitte & Touche LLP as the Auditor of the Company and to authorise the Directors to fix their remuneration. **(Resolution 6)**

As Special Business

8. To consider and, if thought fit, to pass the following resolution as an ordinary resolution with or without modifications:

General authority to allot and issue new shares in the capital of the Company

That pursuant to Section 161 of the Companies Act 1967 and the Listing Manual of SGX-ST, authority be and is hereby given to the Directors of the Company to:

- (a) (i) allot and issue shares in the capital of the Company ("**Shares**") whether by way of rights, bonus or otherwise; and/or
- (ii) make or grant offers, agreements or options (collectively, "**Instruments**") that might or would require Shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) warrants, debentures or other instruments convertible or exchangeable 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

NOTICE OF ANNUAL GENERAL MEETING

- (b) (notwithstanding that the authority conferred by this Resolution may have ceased to be in force) issue Shares in pursuance of any Instrument made or granted by the Directors while this Resolution was in force,

provided that:

- (1) the aggregate number of Shares to be issued pursuant to this Resolution (including Shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed 50% of the total number of issued shares, excluding treasury shares, in the capital of the Company (as calculated in accordance with sub-paragraph (2) below), of which the aggregate number of Shares to be issued other than on a pro-rata basis to shareholders of the Company (including Shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed 10% of the total number of issued shares, excluding treasury shares, in the capital of the Company (as calculated in accordance with sub-paragraph (2) below);
- (2) (subject to such manner of calculation as may be prescribed by the SGX-ST), for the purpose of determining the aggregate number of Shares that may be issued under sub-paragraph (1) above, the total number of issued shares, excluding treasury shares, shall be based on the total number of issued shares, excluding treasury shares, in the capital of the Company at the time of the passing of this Resolution, after adjusting for:
 - (a) new Shares arising from the conversion or exercise of any convertible securities or from the exercise of share options or vesting of share awards which were issued and are outstanding or subsisting at the time of the passing of this Resolution; and
 - (b) any subsequent bonus issue, consolidation or subdivision of Shares;
- (3) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Listing Manual of the SGX-ST 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
- (4) (unless revoked or varied by the Company in general meeting) the authority conferred by this Resolution shall continue in force until the conclusion of 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.

[See Explanatory Note (a)]

(Resolution 7)

By Order of the Board

LOTUS ISABELLA LIM MEI HUA

Company Secretary

9 July 2026

Singapore

NOTICE OF ANNUAL GENERAL MEETING

Explanatory Notes:

- (a) The ordinary resolution in item 8 above, if passed, will empower the Directors of the Company to issue shares in the Company and to make or grant instruments (such as warrants or debentures) convertible into shares, and to issue shares in pursuance of such instruments from the date of this Annual General Meeting until the date of the next Annual General Meeting. The aggregate number of shares which the Directors may issue (including shares to be issued pursuant to convertibles) under this ordinary resolution must not exceed 50% of the total number of issued shares, excluding treasury shares, in the capital of the Company with a sub-limit of 10% for issues other than on a pro-rata basis. For the purpose of determining the aggregate number of shares that may be issued, the total number of issued shares, excluding treasury shares, will be calculated based on the total number of issued shares, excluding treasury shares, in the capital of the Company at the time that this ordinary resolution is passed, after adjusting for (a) new shares arising from the conversion or exercise of any convertible securities or exercise of share options or vesting of share awards which are outstanding or subsisting at the time that this ordinary resolution is passed, and (b) any subsequent bonus issue, consolidation or subdivision of shares. The sub-limit of 10% for issues other than on a pro-rata basis is below the 20% sub-limit permitted by the Listing Manual of the SGX-ST. The Directors believe that the lower sub-limit of 10% would sufficiently address the Company's present need to maintain flexibility while taking into account shareholders' concerns against dilution.

Notes:

1. A member of the Company (other than a member who is a relevant intermediary as defined in Note 2 below) shall not be entitled to appoint more than two proxies to attend, speak and vote at the Annual General Meeting on his/her/its behalf. A member of the Company which is a corporation is entitled to appoint its authorised representative or proxy to vote on its behalf. A proxy need not be a member of the Company.
2. Pursuant to Section 181 of the Companies Act 1967, any member who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the Annual General Meeting. A relevant intermediary is either:
 - (a) a banking corporation licensed under the Banking Act 1970, or its wholly-owned subsidiary which provides nominee services and holds shares in that capacity;
 - (b) a capital markets services licence holder which provides custodial services for securities under the Securities and Futures Act 2001 and holds shares in that capacity; or
 - (c) the Central Provident Fund ("**CPF**") Board established by the Central Provident Fund Act 1953, in respect of shares purchased on behalf of the CPF investors.
3. The instrument appointing a proxy or proxies shall, in the case of an individual, be signed by the appointor or his attorney, and in case of a corporation, shall be either under the common seal or signed by its attorney or an authorised officer on behalf of the corporation.

CPF or SRS investors who wish to appoint the Chairman of the Meeting as proxy should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 5.00 p.m. on 20 July 2026.
4. The Chairman of the Meeting, as proxy, need not be a member of the Company.

NOTICE OF ANNUAL GENERAL MEETING

5. The instrument appointing a proxy or proxies must be submitted to the Company in the following manner:
- if submitted by post, be deposited with the Company's Share Registrar, B.A.C.S. Private Limited, 77 Robinson Road, #06-03 Robinson 77, Singapore 068896; or
 - if submitted electronically, be submitted via email to the Company's Share Registrar, B.A.C.S. Private Limited at main@zicoholdings.com;

in any case, by 10.30 a.m. on 28 July 2026, being not less than 72 hours before the appointed time for the Annual General Meeting.

6. The Proxy Form and Annual Report 2026 have been made available on SGXNET and the Company's website at www.bsel.sg/agm2026. Printed copies of this Notice and the accompanying proxy form will be sent by post to members.
7. Live voting will be conducted during the Annual General Meeting for members and proxies attending the Annual General Meeting. It is important for members and proxies to bring their own web-browser enabled devices for voting at the Annual General Meeting. Examples of web-browser enabled devices include mobile smartphones, laptops or tablets with internet capabilities. For optimal experience, users should update their devices' operating system and browsers to the latest available versions.

PERSONAL DATA POLICY

Where a member of the Company submits an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the Annual General Meeting and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the Annual General Meeting (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the Annual General Meeting (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

PROXY FORM

BUKIT SEMBAWANG ESTATES LIMITED

Company Registration No. 196700177M
(Incorporated in the Republic of Singapore)

This proxy form has been made available on SGXNET and the Company's website at www.bsel.sg/agm2026.
A printed copy of this proxy form will be posted to members.

IMPORTANT

- Please read the notes overleaf which contain instructions on, among others, the appointment of a member's proxy or proxies and/or representative(s) to attend, speak and vote on his/her/its behalf at the Annual General Meeting ("AGM").
- For CPF/SRS investors who have used their CPF/SRS monies to buy shares in Bukit Sembawang Estates Limited, this proxy form is not valid for use and shall be ineffective for all intents and purposes if used or purported to be used by them. CPF/SRS investors who wish to appoint the Chairman of the Meeting as proxy should approach their respective CPF Agent Banks/SRS Operators to submit their votes by 5.00 p.m. on 20 July 2026.
- By submitting an instrument appointing a proxy or proxies and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 9 July 2026.

I/We _____, NRIC/Passport/Co. Registration No. _____
of _____
being a member/members of Bukit Sembawang Estates Limited (the "**Company**"), hereby appoint:

Name	Address	NRIC/Passport No.	Proportion of shareholdings to be represented by proxy (%)

and/or

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as my/our proxy/proxies to attend, speak and vote for me/us on my/our behalf at the 60th AGM of the Company to be held at the Riverfront Ballroom, Level 2, Grand Copthorne Waterfront Hotel, 392 Havelock Road, Singapore 169663 on Friday, 31 July 2026 at 10.30 a.m. and at any adjournment thereof.

I/We direct my/our proxy/proxies to vote for or against or abstain from voting the Ordinary Resolutions to be proposed at the AGM as indicated with an "X" in the spaces provided hereunder.

No.	Resolutions	No. of Votes For	No. of Votes Against	No. of Votes Abstain
Ordinary Business				
1	To receive and adopt the Directors' Statement and Audited Financial Statements for the financial year ended 31 March 2026 and Auditor's Report thereon			
2	To approve and declare a final one-tier tax exempt dividend of 4 cents per share and a special one-tier tax exempt dividend of 18 cents per share for the financial year ended 31 March 2026			
3	To re-elect Mr Ong Sim Ho as a Director of the Company pursuant to Regulation 94 of the Company's Constitution			
4	To re-elect Mr Tan Swee Yiow as a Director of the Company pursuant to Regulation 94 of the Company's Constitution			
5	To approve Directors' fees of \$491,750 (2025: \$520,250) for the financial year ended 31 March 2026			
6	To re-appoint Deloitte & Touche LLP as the Auditor of the Company and to authorise the Directors to fix their remuneration			
Special Business				
7	To authorise Directors to issue shares pursuant to Section 161 of the Companies Act 1967			

Note: Voting will be conducted by poll. If you wish your proxy/proxies to exercise all your votes "For" or "Against" the relevant resolution or to abstain from voting on the relevant resolution, please indicate with an "X" in the relevant box provided above. Alternatively, if you wish your proxy/proxies to exercise some of your votes "For" or some of your votes "Against" the relevant resolution, and/or to abstain from voting on the relevant resolution, please insert the relevant number of votes in the relevant boxes provided above. In the absence of specific directions in respect of a resolution, your proxy/proxies will vote or abstain from voting at his/her/their discretion.

Dated this _____ day of _____ 2026

Total Number of Shares Held (Note 7)

Signature(s) of Member(s) or Common Seal

IMPORTANT: PLEASE READ NOTES OVERLEAF

NOTES TO PROXY FORM

1. (a) A member who is not a relevant intermediary is entitled to appoint not more than two proxies to attend, speak and vote at the AGM. Where such member's form of proxy appoints more than one proxy, the proportion of his/her/its shareholding concerned to be represented by each proxy shall be specified in the form of proxy. If no proportion is specified, the Company shall be entitled to treat the first named proxy as representing the entire shareholding and any second named proxy as an alternate to the first named or at the Company's option to treat this Proxy Form as invalid.
(b) 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's form of proxy appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the form of proxy.
"Relevant intermediary" has the meaning ascribed to it in Section 181 of the Companies Act 1967.
2. A proxy need not be a member of the Company.
3. Where a member of the Company appoints two proxies, he/she/it shall specify the proportion of his/her/its shareholding (expressed as a percentage of the whole) to be represented by each such proxy.
4. The instrument appointing a proxy or proxies must be under the hand of the appointer or his attorney duly authorised in writing. Where the instrument appointing a proxy or proxies is executed by a corporation, it must be executed under its common seal or under the hand of its attorney or duly authorised officer.
5. A corporation which is a member of the Company may authorise by resolution of its directors or other governing body such person as it thinks fit to act as its representative at the AGM, in accordance with Section 179 of the Companies Act 1967.
6. The instrument appointing a proxy or proxies must be submitted to the Company in the following manner:
 - (a) if submitted by post, be deposited with the Company's Share Registrar, B.A.C.S. Private Limited, 77 Robinson Road, #06-03 Robinson 77, Singapore 068896; or
 - (b) if submitted electronically, be submitted via email to the Company's Share Registrar, B.A.C.S. Private Limited at main@zicoholdings.com;in each case, not less than 72 hours before the time appointed for holding the AGM, being on or before **10.30 a.m. on 28 July 2026**.

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7. A member should insert the total number of shares held. If the member has shares entered against his/her/its name in the Depository Register (maintained by The Central Depository (Pte) Limited), he/she/it should insert that number of shares. If the member has shares registered in his/her/its name in the Register of Members of the Company, he/she/it should insert the number of shares. If the member has shares entered against his/her/its name in the Depository Register and shares registered in his/her/its name in the Register of Members of the Company, he/she/it should insert the aggregate number of shares. If no number is inserted, this form of proxy will be deemed to relate to all the shares held by the member of the Company.
8. The Company shall be entitled to reject the instrument appointing a proxy or proxies if it is incomplete, improperly completed or illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy or proxies. In addition, in the case of members of the Company whose shares are entered against their names in the Depository Register, the Company may reject any instrument appointing a proxy or proxies lodged if such members are not shown to have shares entered against their names in the Depository Register 72 hours before the time appointed for holding the AGM as certified by The Central Depository (Pte) Limited to the Company.
9. A Depositor shall not be regarded as a member of the Company entitled to attend the AGM and to speak and vote thereat unless his name appears on the Depository Register 72 hours before the time set for the AGM.
10. An investor who buys shares using CPF monies ("CPF Investor") and/or SRS monies ("SRS Investor") (as may be applicable) may attend and cast his/her/its vote(s) at the AGM in person. CPF and SRS Investors who are unable to attend the AGM but would like to vote, may inform their CPF and/or SRS Approved Nominees to appoint the Chairman of the Meeting to act as their proxy, in which case, the CPF and SRS Investors shall be precluded from attending the AGM.

PERSONAL DATA PRIVACY

By submitting an instrument appointing a proxy or proxies and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 9 July 2026.

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**BUSINESS REPLY SERVICE
PERMIT NO. 07740**



BUKIT SEMBAWANG ESTATES LIMITED
c/o B.A.C.S. Private Limited
77 Robinson Road
#06-03 Robinson 77
Singapore 068896

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BUKIT SEMBAWANG
ESTATES LIMITED

Company Registration No. 196700177M

2 Bukit Merah Central #13-01, Singapore 159835

Tel: +65 6890 0333 | Fax: +65 6536 1858

 Website: bsel.sg

 LinkedIn: Bukit Sembawang Estates Limited (BSEL)

 Facebook: fb.com/bsel.sg

 Instagram: [@bsel.sg](https://www.instagram.com/bsel.sg)

 TikTok: [@sghomes.bukitsembawang](https://www.tiktok.com/@sghomes.bukitsembawang)

