

OKP HOLDINGS LIMITED
(Company Registration No. 200201165G)

MINUTES OF TWENTY-SECOND ANNUAL GENERAL MEETING

Date	:	Tuesday, 23 April 2024
Time	:	3.00 pm
Venue	:	30 Tagore Lane, Singapore 787484
Present	:	As per Attendance List
Chairman of the Meeting	:	Mr Or Toh Wat

Opening

The Chairman welcomed all shareholders attending the Company's Twenty-Second Annual General Meeting.

The Chairman introduced himself and the other members of the Board who were present, namely:

- | | | |
|--------|--------------------|-----------------------------|
| (i) | Mr Or Kim Peow | (Group Chairman) |
| (ii) | Mdm Ang Beng Tin | (Executive Director) |
| (iii) | Mr Or Kiam Meng | (Executive Director) |
| (iv) | Mr Oh Enc Nam | (Executive Director) |
| (v) | Mr Daniel Or | (Executive Director) |
| (vi) | Dr John Chen | (Lead Independent Director) |
| (vii) | Mr Niru Pillai | (Independent Director) |
| (viii) | Dr Ting Seng Kiong | (Independent Director) |

Quorum

As a quorum was present, the Chairman declared the Meeting open.

Notice

The notice convening the Meeting, having been circulated to shareholders by publication on the SGX website and the Company's corporate website, was taken as read.

Voting by Poll

The Chairman informed that pursuant to Regulation 81(1) of the Company's Constitution, all resolutions at the Meeting shall be voted by poll as required by the SGX Listing Rules. Polling would be conducted electronically using wireless handheld devices which had been issued to the attendees.

Boardroom Corporate & Advisory Services Pte Ltd had been appointed as the polling agent and Drewcorp Services Pte Ltd had been appointed as the scrutineer for all polls conducted at the Meeting. A short video presentation on the voting process was then shown and voting for a test resolution was carried out after the video presentation.

Questions

The Chairman informed that the Company had requested shareholders who wish to ask questions pertaining to the agenda of the Meeting to submit their questions in advance. The Company had not received any questions from shareholders before the Meeting.

The Chairman then proceeded with the formal business of the Meeting.

Before putting each of the motions to vote, the Chairman invited questions in relation to the motion tabled. Please refer to the Annexure attached hereto for the questions and answers.

Ordinary Business

1. Audited Financial Statements (Resolution 1)

The Chairman put the following motion to vote:

“That the audited financial statements for the financial year ended 31 December 2023, together with the Directors’ Statement and the Independent Auditor’s Report, be received and adopted.”

There were 225,014,860 (100.00%) shares voting for and no shares voting against the resolution. Based on the poll results, the Chairman declared Resolution 1 carried.

2. Final Dividend (Resolution 2)

The Board had recommended the payment of a final dividend and a special dividend for the financial year ended 31 December 2023. The dividends, if approved, would be paid on 27 May 2024.

The Chairman put the following motion to vote:

“That the payment of a final one-tier tax exempt dividend of \$0.007 per ordinary share and a special one-tier tax exempt dividend of \$0.008 per ordinary share for the financial year ended 31 December 2023 be approved.”

There were 224,672,560 (100.00%) shares voting for and no shares voting against the resolution. Based on the poll results, the Chairman declared Resolution 2 carried.

3. Re-election of Mr Or Toh Wat as Director (Resolution 3)

Mr Or Toh Wat was retiring under Regulation 107 of the Company’s Constitution and had given his consent to continue in office.

The Chairman put the following motion to vote:

“That Mr Or Toh Wat be re-elected as a Director of the Company.”

There were 224,645,060 (99.99%) shares voting for and 21,500 (0.01%) shares voting against the resolution. Based on the poll results, the Chairman declared Resolution 3 carried.

4. Re-election of Mdm Ang Beng Tin as Director (Resolution 4)

Mdm Ang Beng Tin was retiring under Regulation 107 of the Company’s Constitution and had given her consent to continue in office.

The Chairman put the following motion to vote:

“That Mdm Ang Beng Tin be re-elected as a Director of the Company.”

There were 221,916,360 (100.00%) shares voting for and no shares voting against the resolution. Based on the poll results, the Chairman declared Resolution 4 carried.

5. Re-election of Dr Ting Seng Kiong as Director (Resolution 5)

Dr Ting Seng Kiong, who would cease to hold office under Regulation 117 of the Company's Constitution, had given his consent to continue in office. The Chairman informed that upon being re-elected, Dr Ting would remain as the chairman of the Nominating Committee and a member of the Audit Committee and Remuneration Committee, and the Board considered Dr Ting to be independent for the purpose of Rule 704(8) of the Listing Manual.

The Chairman put the following motion to vote:

“That Dr Ting Seng Kiong be re-elected as a Director of the Company.”

There were 221,916,360 (100.00%) shares voting for and no shares voting against the resolution. Based on the poll results, the Chairman declared Resolution 5 carried.

6. Retirement of Directors

The next item on the agenda was to note the retirement of Dr Chen Seow Phun, John and Mr Nirumalan s/o V Kanapathi Pillai as Directors of the Company. The Chairman informed that Dr Chen and Mr Pillai had served on the Board for more than nine years and would cease to be deemed independent at the conclusion of the Meeting under the listing rules. They had indicated their wish to retire at the Meeting.

On behalf of the Board, the Chairman thanked Dr Chen and Mr Pillai for their contributions and guidance through the years and wished them the very best in their future endeavours.

7. Appointment of Mr Choy Wei Hsien Mark as Director (Resolution 6)

Having considered his qualifications, expertise and suitability as well as the recommendation of the Nominating Committee, the Board had proposed the appointment of Mr Choy Wei Hsien Mark as a Director of the Company pursuant to Regulation 117 of the Company's Constitution, and Mr Choy had given his consent.

The Chairman informed that upon his appointment as a Director, Mr Choy would be the Lead Independent Director, the Chairman of the Remuneration Committee and a member of the Audit Committee and Nominating Committee. The Board considered Mr Choy to be independent for the purpose of Rule 704(8) of the Listing Manual.

The Chairman put the following motion to vote:

“That Mr Choy Wei Hsien Mark be appointed as a Director of the Company.”

There were 222,767,660 (100.00%) shares voting for and no shares voting against the resolution. Based on the poll results, the Chairman declared Resolution 6 carried.

8. Appointment of Mr Tay Peng Huat as Director (Resolution 7)

Having considered his qualifications, expertise and suitability as well as the recommendation of the Nominating Committee, the Board had proposed the appointment of Mr Tay Peng Huat as a Director of the Company pursuant to Regulation 117 of the Company's Constitution, and Mr Tay had given his consent.

The Chairman informed that upon his appointment as a Director, Mr Tay would be the Chairman of the Audit Committee and a member of the Remuneration Committee and Nominating Committee. The Board considered Mr Tay to be independent for the purpose of Rule 704(8) of the Listing Manual.

The Chairman put the following motion to vote:

“That Mr Tay Peng Huat be appointed as a Director of the Company.”

There were 221,413,460 (99.75%) shares voting for and 562,700 (0.25%) shares voting against the resolution. Based on the poll results, the Chairman declared Resolution 7 carried.

9. Directors’ Fees for FY2023 (Resolution 8)

The Board had recommended the payment of Directors’ fees of \$180,000 for the financial year ended 31 December 2023.

The Chairman put the following motion to vote:

“That the payment of Directors’ fees of \$180,000 for the financial year ended 31 December 2023 be approved.”

There were 223,571,160 (100.00%) shares voting for and no shares voting against the resolution. Based on the poll results, the Chairman declared Resolution 8 carried.

10. Directors’ Fees for FY2024 (Resolution 9)

The Board had recommended the payment of Directors’ fees of \$145,021 for the current financial year ending 31 December 2024.

The Chairman put the following motion to vote:

“That the payment of Directors’ fees of \$145,021 for the financial year ending 31 December 2024 be approved.”

There were 223,481,360 (100.00%) shares voting for and no shares voting against the resolution. Based on the poll results, the Chairman declared Resolution 9 carried.

11. Re-appointment of Auditor (Resolution 10)

CLA Global TS Public Accounting Corporation, the Independent Auditor of the Company, had expressed their willingness to continue in office for the following year.

The Chairman put the following motion to vote:

“That CLA Global TS Public Accounting Corporation be re-appointed as the Company’s Independent Auditor and the Directors be authorised to fix their remuneration.”

There were 221,648,960 (99.99%) shares voting for and 21,500 (0.01%) shares voting against the resolution. Based on the poll results, the Chairman declared Resolution 10 carried.

As no notice of any other ordinary business had been received by the Secretary, the Chairman proceeded to deal with the Special Business of the Meeting.

Special Business

12. Authority to Allot and Issue Shares (Resolution 11)

The Chairman put the following motion to vote:

“That pursuant to Section 161 of the Companies Act 1967 and the Listing Manual of the Singapore Exchange Securities Trading Limited (“**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 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 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
- (B) (notwithstanding that this authority may have ceased to be in force) issue shares in pursuance of any Instrument made or granted by the Directors while this authority was in force,

provided that:-

- (1) the aggregate number of shares to be issued pursuant to this authority (including shares to be issued in pursuance of Instruments made or granted pursuant to this authority) does not exceed 50% of the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company (as calculated in accordance with sub-paragraph (2) below) (“**Issued Shares**”), of which the aggregate number of shares to be issued other than on a pro-rata basis to the existing shareholders of the Company (including shares to be issued in pursuance of Instruments made or granted pursuant to this authority) does not exceed 20% of the total number of Issued Shares;
- (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 percentage of Issued Shares shall be based on the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company at the time this authority is given, after adjusting for:-
 - (i) new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which were issued and outstanding or subsisting at the time this authority is given, provided the options or awards were granted in compliance with Part VIII of Chapter 8 of the Listing Manual of the SGX-ST; and
 - (ii) any subsequent bonus issue, consolidation or sub-division of shares;
- (3) in exercising the authority conferred by this Resolution, the Directors 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) this authority 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.”

There were 221,850,760 (99.02%) shares voting for and 2,199,200 (0.98%) shares voting against the resolution. Based on the poll results, the Chairman declared Resolution 11 carried.

13. Authority to Allot and Issue Shares pursuant to the OKP Performance Share Scheme (Resolution 12)

The Chairman highlighted that all shareholders who were entitled to participate in the OKP Performance Share Scheme would abstain from voting on Resolution 12.

The Chairman put the following motion to vote:

“That the Directors of the Company be and are hereby authorised to grant awards in accordance with the provisions of the OKP Performance Share Scheme (the “**Scheme**”) and to deliver from time to time such number of fully-paid shares, by transferring existing shares held as treasury shares and/or allotting and issuing new shares, as may be required to be delivered pursuant to the vesting of the awards under the Scheme, provided that the aggregate number of shares delivered under the Scheme, when added to the number of shares delivered and/or to be delivered in respect of all awards granted under the Scheme and all other shares delivered and/or to be delivered under any other share-based incentive schemes of the Company for the time being in force, shall not exceed 15% of the total number of issued shares (excluding treasury shares and subsidiary holdings) of the Company from time to time.”

There were 50,869,950 (99.23%) shares voting for and 396,800 (0.77%) shares voting against the resolution. Based on the poll results, the Chairman declared Resolution 12 carried.

14. Renewal of Share Purchase Mandate (Resolution 13)

The Chairman put the following motion to vote:

“That:

- (a) for the purposes of Sections 76C and 76E of the Companies Act 1967 (the “**Companies Act**”), the exercise by the directors of the Company of all the powers of the Company to purchase or otherwise acquire ordinary shares (“**Shares**”) in the issued share capital of the Company not exceeding in aggregate the Prescribed Limit (as hereafter defined), at such price or prices as may be determined by the directors of the Company from time to time up to the Maximum Price (as hereafter defined), whether by way of:
- (i) market purchases (each a “**Market Purchase**”) on the Singapore Exchange Securities Trading Limited (“**SGX-ST**”), through one or more duly licensed stockbrokers appointed by the Company for the purpose; and/or
 - (ii) off-market purchases (each an “**Off-Market Purchase**”) effected otherwise than on the SGX-ST in accordance with any equal access scheme as may be determined or formulated by the directors of the Company as they consider fit, which scheme shall satisfy all the conditions prescribed by the Companies Act,

and otherwise in accordance with all other laws, regulations and rules of the SGX-ST as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the “**Share Purchase Mandate**”);

- (b) the authority conferred on the directors of the Company pursuant to the Share Purchase Mandate may be exercised by the directors of the Company at any time and from time to time during the period commencing from the passing of this Resolution and expiring on the earliest of:
- (i) the date on which the next annual general meeting of the Company is held or required by law to be held;
 - (ii) the date on which Share purchases have been carried out to the full extent of the Share Purchase Mandate; or
 - (iii) the date on which the authority contained in the Share Purchase Mandate is varied or revoked by an ordinary resolution of shareholders of the Company in general meeting;
- (c) in this Resolution:

“Prescribed Limit” means 10% of the total number of issued Shares (excluding any treasury shares and subsidiary holdings) of the Company as at the date of the passing of this Resolution, unless the Company has reduced its share capital in accordance with the applicable provisions of the Companies Act, at any time during the Relevant Period (as hereinafter defined), in which event the total number of issued Shares of the Company shall be taken to be the total number of issued Shares as altered (excluding any treasury shares and subsidiary holdings);

“Relevant Period” means the period commencing from the date of the passing of this Resolution and expiring on the date on which the next annual general meeting of the Company is held or required by law to be held, whichever is the earlier; and

“Maximum Price” in relation to a Share to be purchased, means an amount (excluding brokerage, commissions, stamp duties, applicable goods and services tax and other related expenses) not exceeding:

- (i) in the case of a Market Purchase : 105% of the Average Closing Price;
and
- (ii) in the case of an Off-Market Purchase : 120% of the Highest Last Dealt Price,

where:

“Average Closing Price” is the average of the closing market prices of a Share over the last five (5) Market Days, on which transactions in the Shares were recorded, preceding the day of the Market Purchase, and deemed to be adjusted for any corporate action that occurs during such five-Market Day period and the day on which the Market Purchase is made;

“Highest Last Dealt Price” means the highest price transacted for a Share as recorded on the Market Day on which there were trades in the Shares immediately preceding the day of the making of the offer pursuant to the Off-Market Purchase;

“day of the making of the offer” means the day on which the Company announces its intention to make an offer for the purchase of Shares from shareholders of the Company stating the purchase price (which shall not be more than the Maximum Price calculated on the foregoing basis) for each Share and the relevant terms of the equal access scheme for effecting the Off-Market Purchase; and

“**Market Day**” means a day on which the SGX-ST is open for trading in securities;
and

- (d) the directors of the Company be and are hereby authorised to complete and do all such acts and things (including executing such documents as may be required) as they may consider expedient or necessary to give effect to the transactions contemplated by this Resolution.”

There were 224,663,560 (100.00%) shares voting for and no shares voting against the resolution. Based on the poll results, the Chairman declared Resolution 13 carried.

Close of Meeting

There being no other business to transact, the Chairman declared the Annual General Meeting of the Company closed at 4.45 pm.

Confirmed as a True Record

[SIGNED]

Or Toh Wat
Chairman of the Meeting

ANNEXURE

Questions and answers

Question : *I would like to thank the Management for the good results and the special dividend proposed. My question relates to carbon tax. Is the Group paying any carbon tax now or will it be paying in the future? What is the impact on the Group?*

Answer : There is no separate carbon tax imposed on the Group now. In future, such tax may be added on to the price of the Group's purchases, such as rebar and concrete. The Group's contracts typically last for 24 to 40 months. During the tender, the Management is mindful of any potential cost increases and will price these in during the tender. Hence, provision will be made for any cost increase resulting from carbon tax.

Question : *Are prices locked in during the tender for contracts?*

Answer : The Group's customers are mainly government agencies. For materials such as concrete and rebar, there is provision in the contracts for price fluctuations and adjustments may be made for any increase or decrease in prices. The Group's procurement contracts with suppliers will also have similar back-to-back provisions for price fluctuations for such materials. Any reimbursement made by the customer to the Group for price increase would be passed on to the supplier. Contracts with private customers do not usually have such provision for price fluctuations.

Question : *Does the Group use low carbon concrete?*

Answer : The Group has been using carbon mineralised concrete ("green" concrete) even before it is specified by the customer. It was used for the Group's current cycling network project.

Question : *Will the Group be able to set-off carbon tax by using such "green" concrete?*

Answer : The setting off of carbon tax is not so simple. The Group uses "green" materials in line with its sustainability goals. For example, the Group purchases "green" rebar made from recycled materials from Natsteel. The new contracts from government agencies generally encourage contractors to use sustainable materials.

Question : *It is noted on page 63 of the Annual Report that the wastage of concrete and reinforcement had increased by three times. What was the reason for the increase?*

Answer : The increase in wastage was due to the increase in material usage in line with the increase in project volume. The concrete may be recycled by crushing it instead of dumping. The crushed concrete may be used for road works. Although the cost savings will not be substantial, it is nevertheless a more sustainable practice.

Question : *Does the Group intend to sell the property at 69 and 71 Kampong Bahru Road?*

Answer : The Group had put up the property for sale to test the market. The property at 35 Kreta Ayer Road has the highest gain and the Group may sell it if the offer price is above valuation. As for 69 and 71 Kampong Bahru Road, the Group's asking price is about 25% above valuation.

Question : *It is noted on page 56 of the Annual Report that Phoenix Residences will be receiving TOP soon. How much has not been recognised?*

Answer : 58% of the revenue had been recognised as at 31 December 2023.
(Ms Ong Wei Wei)

Question : *What was the reason for the increase in directors' remuneration which resulted in the increase in administrative expenses?*

Answer : The increase in directors' remuneration was mainly due to the profit-sharing component under the Directors' service agreements, which increased in line with the increase in profit. The terms of the service agreements had not been changed.
(Mr Or Toh Wat)

Question : *What is the upside for the Group's order book?*

Answer : The Group's order book is dependent on the jobs secured. The Group utilises its own work force for 90% of its projects. The Group will be able to secure more jobs if some of the work is sub-contracted to other contractors.
(Mr Daniel Or)

Question : *Please explain the impairment loss on other receivables disclosed on page 154 of the Annual Report.*

Answer : The impairment loss related to a loan to USB Phoenix, a company of USB group. The USB group is also involved in a North-South Corridor project. Based on the Management's assessment, there may be a collectability issue and a provision for impairment loss was made as a matter of prudence.
(Ms Ong Wei Wei)

Question : *How are the results of the associated company recognised?*

Answer : The Group has a 25% interest in the associated company and recognises 25% of its results. The North-South Corridor project undertaken by the associated company is scheduled to be completed only in 2027 while Phoenix Residences, the development project undertaken by the company, will receive TOP in 2024.
(Ms Ong Wei Wei)

Question : *How much is the loan to the associated company?*

Answer : The loan is \$12 million.
(Ms Ong Wei Wei)

Question : *It is noted that the gross profit margin of the Group had increased and the Group has a large order book. Will the margin for FY2024 be higher, lower or the same?*

Answer : The gross profit margin should be sustainable. The projects in FY2022 were mainly secured before the COVID-19 pandemic. For FY2023, the projects were mostly secured after the COVID-19 pandemic and had better margins. There was also the arbitration award in 2023. The Management is mindful of securing contracts with good profit margins during the tender. As disclosed on the GeBIZ website, the Group was recently awarded a new cycling path network project by LTA and an announcement would be made once it has been cleared by LTA. The Group is aware of future contracts and will allocate its resources accordingly when deciding on which contracts to tender for.
(Mr Or Toh Wat)

Question : *It is noted that the Group's gross profit is on the low side. Is the Group building other competencies for jobs with higher gross profit, such as MRT projects?*

Answer (Mr Or Toh Wat) : The Group has not been pursuing MRT projects. Specialised contracts do not necessarily mean higher gross profit as it depends on the competitors involved. For cycling path contracts, the bidders are generally local contractors who are less likely to submit aggressive bids. For MRT contracts, the bidders usually include foreign contractors who are more aggressive in their bids as they have other objectives, such as using Singapore as a stepping stone to gain a track record.

Although cycling path projects may not be technically challenging, they nevertheless require good local ground knowledge and expertise. There are usually few bidders as the skillsets required are different. OKP has the requisite expertise and experience to carry out such projects. The Group may be awarded the contract even though it has not submitted the lowest bid. The Group is in a good position to execute such projects as it has the necessary experience and resources to minimise inconvenience to the public and to deal with the public.

Question : *One of the tenants at the Group's Australian property, 6-8 Bennett Street, is moving out. Is the Group looking for a new tenant?*

Answer (Mr Daniel Or) : Yes, the Group has engaged a property agent to look for a new tenant.

Question : *Is the Group bidding for any Changi Airport Terminal 5 project?*

Answer (Mr Or Toh Wat) : The Group is currently not tendering for any Terminal 5 projects. The Group had done work for Seletar Airport and Changi Airport in the past, such as widening the runway for the A380 airplane. The Group has the necessary expertise for such projects. However, the Management will consider factors such as the profit margin and the competitors involved. The Group may not want to participate when there are too many competitors.

(Mr Daniel Or) : The Group may not tender directly for Terminal 5 projects but there are ancillary contracts as well, such as for widening roads and redirecting pipelines.

Question : *Are there risks for cycling path projects?*

Answer (Mr Or Toh Wat) : Different jobs involve different risks. The risks for underground contracts will include ground conditions. The main risk for surface contracts is the human component. People management, both internally and externally, is critical for success. If there are public complaints, work may have to stop and productivity will decline. Hence, it is important to make provision for such incidents during the tender.

Question : *Is the Group losing its people?*

Answer (Mr Daniel Or) : The Group's manpower turnover is low.

Question : *The Group has manpower strength of more than 700. How much of the manpower require dormitories?*

Answer (Mr Daniel Or) : All workers will require dormitories. S Pass holders can stay in residential flats while work permit holders will have to stay in dormitories. The Group's own dormitories can accommodate about 150 workers, the building next to the Group's office can accommodate 26 workers, and about 40-50 workers stay at the worksites.

(Mr Or Toh Wat) : About 70% of the Group's workers stay in purpose-built dormitories and about 30% stay in the Group's own dormitories. The Group intends to apply for approval to increase the space for dormitories.

Question : *The Group has \$87 million of cash and cash equivalents. How much of it is required for working capital?*

Answer : Not many construction companies have such amount of cash. The Group's substantial cash balance is one of the reasons why it is awarded contracts. During the COVID-19 pandemic, many construction companies faced cash flow issues and were unable to complete projects. Therefore, the Group's strong balance sheet gives its customers confidence. Also, the Group was able to acquire 6-8 Bennett Street and other investment properties when the opportunities arose due to its strong balance sheet. The Management has always been conservative in its cash management to ensure that the Group has a strong balance sheet.

Question : *The total dividend paid out is about \$6 million as compared to the directors' remuneration of \$12 million. Why are minority shareholders not rewarded more?*

Answer : The Group's worksite accident occurred in 2017 and it was only in 2023 that the arbitration relating to the accident concluded. During the period, the Company paid dividends even though it was not performing well. The Group was also able to recover from the COVID-19 pandemic relatively well when not many other construction companies were able to survive. After the worksite accident, the Group was not able to tender for projects. When the Group was not doing well in construction activities, it acquired investment properties for recurring revenue to mitigate the impact. In general, the Group has performed relatively well in the last few years under the Management. In line with the improved profit in FY2023, the Directors received a higher amount from profit-sharing under the terms of their service agreements, which have remained unchanged. The Management's primary focus in maintaining a strong balance sheet is to secure more projects from customers who will have confidence in the Group. With more projects, the Group will improve its performance and shareholders will ultimately benefit.

Question : *What dividend policy will the Company be comfortable with?*

Answer : The gross dividend payout ratios were approximately 48%, 47%, (583%), 65%, 142% and (212%) for FY2017 to FY2022, respectively. The Company does not have a fixed dividend policy. The Company had paid dividends even in loss-making years. The Company's dividend payout will be reasonable as long as it is profitable.

Question : *What is the cash buffer that will be comfortable for the Company?*

Answer : There is no fixed cash buffer. The Group was able to purchase 6-8 Bennett Street after the worksite accident because it had excess cash that was not needed as buffer for project cashflows. In order for the Group to continue to grow, it would need more cash. It would not be wise for the Group to stop tendering for projects once its order book reaches a certain amount. The Group is tendering for a project that is close to \$500 million. It will need to have sufficient buffer cash to execute such projects.
