MOVING AHEAD STEADILY
ON TRACK FOR GROWTH

ANNUAL REPORT 2024

OKP HOLDINGS LIMITED
胡金標控股有限公司

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OUR THEME

The cover of this year's annual report depicts a river carving its way steadily and purposefully through diverse landscapes and forests with mountains in the background, beneath a pale-blue sky filled with clouds.

This imagery aptly portrays OKP Holdings Limited's (OKP) theme for this year's annual report – Moving Ahead Steadily • On Track for Growth. The inside divider pages continue the imagery of the river in various phases, such as navigating its own course from source to tributaries, lakes and sea; flowing with energy as it progressively winds and adapts its way; and emerging to fill a calm lake in a harmonious and picture-perfect landscape.

This riverine imagery represents the Group's steady and purposeful advancement as it navigates through difficult economic challenges, seeking to fulfil its vision to be a leading transport infrastructure and civil engineering company in Singapore, the region and beyond.

Since beginning as a sole-proprietorship in 1966 to becoming a listed company today, OKP has faced many highs and lows of the business cycle, and thus, need to stay alert and adaptable. As a leading transport infrastructure and civil engineering company facing a tough business environment, we face many economic and political challenges. Taking a long-term strategic view, we navigate and adapt our own course by diversifying our revenue streams into property developments and other investments, and reinforcing our abilities and enhancing our skills.

ACHIEVING OKP'S MISSION

The Group seeks to achieve its mission to be the first and preferred civil engineering contractor for the various industries here and overseas. Through decades of hard work and by broadening our capabilities, OKP has put in much effort to maintain our position as a respected specialist in the construction of airport runways and taxiways, expressways, flyovers, vehicular bridges, urban infrastructure, airport infrastructure and oil and gas-related infrastructure for petrochemical plants and oil storage terminals.

To stay on track for growth amidst a competitive environment, we strive to cultivate a skilled and cohesive team dedicated to delivering exceptional results. We aspire to be an organisation equipped with ideas, innovation, energy and expertise. To attain this goal, we focus on training and developing our employees to help them reach their full potential.

We also seek to maintain a harmonious landscape in working with our partners, suppliers and customers to ensure good results and strong long-term business partnerships. Thus, we dedicate significant time and effort to building strong relationships and finding constructive solutions to challenging and unpredictable situations, ensuring mutual benefits.

Looking into the future, we believe OKP is moving ahead steadily and on track for growth.

OUR VISION

TO BE A LEADING TRANSPORT INFRASTRUCTURE AND CIVIL ENGINEERING COMPANY IN SINGAPORE, THE REGION AND BEYOND.

OUR MISSION

TO BE THE FIRST AND PREFERRED CIVIL ENGINEERING CONTRACTOR FOR THE VARIOUS INDUSTRIES, HERE AND OVERSEAS.

OUR STRATEGY

STAYING FOCUSED ON CORE COMPETENCIES

Civil engineering projects will continue to feature prominently as this is our area of expertise where we have built up a distinctive track record over the years.

EXPLORING OVERSEAS OPPORTUNITIES

While keeping a firm grip on the local market, we will also continually look for opportunities to grow our business overseas.

DIVERSIFYING EARNINGS THROUGH PROPERTY DEVELOPMENTS AND INVESTMENTS

As part of our long-term strategy, we seek to diversify our earnings through our property developments and investments.

OUR GUIDING PRINCIPLES

TO OUR CLIENTS

We are committed to providing them with a superior service that meets their time schedule, exceeds their expectations in quality, reliability and safety and that is within their budget.

TO OUR EMPLOYEES

We are committed to providing them with a safe working environment, training and advancement in their respective fields and a fair and equitable system that rewards their productivity.

TO OUR SUPPLIERS

We are committed to developing and strengthening relationships with them, recognising them as valued contributors and partners.

TO OUR SHAREHOLDERS

We are committed to maximising their return on investment while maintaining excellence in our products and services.

OUR CHAIRMAN'S STATEMENT

> **We will continue to improve our productivity by integrating technology and innovations into our business processes to lessen reliance on manpower and upgrade our workforce.**

OR KIM PEOW
Group Chairman

Dear Shareholders

During the year under review, the worldwide economy faced many uncertainties, mainly attributed to ongoing wars, trade conflicts among major economies, and unpredictable weather calamities. All these factors adversely affected economies and business prospects across the world, including Singapore.

Like many other countries, Singapore had been cautiously optimistic in the current environment and managed to grow its economy by 4.4 per cent in 2024, according to the Ministry of Trade and Industry's (MTI) announcement on 14 February 2025. This increase was faster than the 1.8 per cent expansion in 2023. For the construction sector, it expanded by 4.5 per cent, extending the 5.8 per cent expansion in 2023. The better economic performance enhanced the prospects of the Singapore construction industry.

In the midst of challenges in a tough business environment impacting the construction industry, including manpower restrictions and rising business costs, OKP Holdings Limited (OKP) stays committed to attain its vision. Our vision is for the Group to be a leading transport infrastructure and civil engineering company in Singapore, the region and beyond.

To stay competitive, we embrace change by devising strategies that will sustain our organisation well. While focusing on our key expertise in transport infrastructure and civil engineering, we diversified into property development and other investments in Singapore and overseas.

Our strategy remains the same – to be laser-focused on key expertise in transport infrastructure and civil engineering, while venturing into new overseas business opportunities and diversifying earnings through property developments and other investments.

As a forward-looking and adaptable company, OKP establishes strategic joint ventures to develop properties, tender for complex projects, and purchase investment properties in Singapore and overseas. The Group and two other joint venture partners successfully developed the 84-unit condominium, The Essence, at Chong Kuo Road and 74-unit condominium, Phoenix Residences and it received its temporary occupation permit (TOP) on 3 January 2025, in Singapore. As part of its strategy to explore overseas business opportunities and diversify earnings, our organisation together with a joint venture partner, acquired our first overseas property in Perth, Australia in April 2018.

Since our founding, our organisation has grown sizably, with staff strength growing from 10 staff in 1967 to 409 in 2002 and 960 as at 31 December 2024.

Through the many years of overcoming the ups and downs of the business cycle, we have grown to become a well-recognised business in the transport infrastructure and civil engineering industry in Singapore and the region. We continue to be motivated by our mission – to be the first and preferred civil engineering contractor for the various industries, here and overseas. We are of the view that our reputation has grown due to our solid track record, wide expertise, effective management team, and professional and able workforce in civil engineering projects.

REVIEWING OUR PERFORMANCE

The Group is pleased to report a $21.4 million increase in revenue to $181.8 million during the financial year ended 31 December 2024 (FY2024). This was a rise of 13.3 per cent compared to $160.4 million during the preceding financial year ended 31 December 2023 (FY2023).

The increase was primarily due to a 11.3 per cent rise in revenue from the construction segment to $114.0 million, alongside a 19.6 per cent increase in revenue from the maintenance segment to $61.7 million. However, there was a slight drop of 5.0 per cent in rental income.

Both the construction and maintenance segments showed good revenue growth in FY2024 as compared to FY2023. The positive revenue growth was mainly attributed to a higher percentage of revenue recognised from various ongoing and newly awarded construction and maintenance projects as they progressed to a more active phase in FY2024.

The decrease in rental income was mainly from the drop in rental income from the property located at 6-8 Bennett Street, East Perth, Western Australia as a tenant had vacated some units during the second half of FY2024. Rental income from OKP's investment properties at 35 Kreta Ayer Road and 69 and 71 Kampong Bahru Road held steady as recurring income.

The main contributor to our organisation's revenue continued to be the construction segment. Gross profit increased by 135.4 per cent or $33.5 million to $58.2 million in FY2024 compared to $24.7 million a year ago.

The construction and maintenance segments showed a significant $33.6 million increase in gross profit, rising to $54.3 million, compared to $20.7 million in FY2023. This improvement was mainly because of our organisation's ongoing initiatives to improve productivity, efficiency and cost management, despite the challenges posed by higher material costs and increasing manpower costs. However, the rental income segment revealed a marginal decrease in gross profit contribution from $4.0 million in FY2023 to $3.9 million in FY2024.

The Group's balance sheet stayed healthy. With a sound cash position of $130.8 million as at 31 December 2024, net tangible assets amounted to $201.4 million compared to $167.8 million a year ago. This was equivalent to net tangible assets per share of 65.60 Singapore cents, compared to 54.66 Singapore cents per share in the previous year.

To reward shareholders for their support, the Board has proposed a final dividend of 2.5 Singapore cents, consisting of final dividend of 1.0 Singapore cent per share and special dividend of 1.5 Singapore cents per share. The proposed total dividend represents a dividend yield of 7.7 per cent, based on OKP's closing share price of 0.325 Singapore cents on 31 December 2024.

Executive Directors and new Independent Directors at OKP Annual Dinner on 11 January 2025.

OUR CHAIRMAN'S STATEMENT

MOVING AHEAD STEADILY

Our immense efforts and extensive skillsets have been acknowledged widely in the industry as we have won numerous awards for our work through the decades.

In 2024, we won five projects – two construction projects and three maintenance projects, amounting to a total of approximately $257.2 million. During the year under review, the Group completed one construction project. We continued to execute 12 ongoing construction projects and eight ongoing maintenance projects, including the five newly secured contracts.

As at 31 December 2024, our net order book remains strong at $600.7 million with projects extending till 2027.

ON TRACK FOR GROWTH

The Singapore construction industry is staying upbeat with a positive outlook as announced by the Building and Construction (BCA) on 23 January 2025. It projected that the total construction demand in 2025 will range between $47 billion and $53 billion, higher than the $44.2 billion the year before. The affirmative outlook enhances the prospects for transport infrastructure and civil engineering companies such as OKP.

The Group will continue to focus on our core business in the civil engineering business, where we have a sound track record and vast expertise as the preferred civil engineering contractor for various industries. However, we are also realistic and expect the operating landscape in the construction industry to remain unpredictable, driven by rising costs for manpower, building materials, electricity, and financing.

To address these issues, our organisation will stay vigilant in navigating difficult market conditions, continue to ensure efficient cashflow management and remain prudent with our capital structure and finances. We will continue to improve our productivity by integrating technology and innovations into our business processes to lessen reliance on manpower and upgrade our workforce.

In the case of the property market, the Urban Redevelopment Authority's 4th Quarter 2024 real estate statistics, announced on 24 January 2025, that the pace of increase in the private residential price index has slowed to 3.9 per cent in 2024. This was a drop compared to 6.8 per cent in the previous year. The property market received an uplift when the Government decided to increase the overall housing supply to 8,505 units in first half of 2025. The Group will keep a close watch for possible development prospects though global tensions may affect the economic and political climate.

Meanwhile, the Perth office market has shown resilience. According to Property Council of Australia's Office Market Report, which was released on 6 February 2025, office vacancy rate in Australia's central business district rose slightly. However, in Perth, office vacancy decreased from 15.5 per cent to 15.1 per cent, reflecting an improvement. Despite the fluctuations, the demand for office space is still positive.

In the midst of global challenges, our organisation remains committed to building a sustainable and robust business, leveraging on its extensive experience as a contractor, especially for public sector projects. Moving steadily ahead of the competition and to grow its business, OKP has been widening its expertise and strengthening its abilities by venturing into property development and property investment.

Together with its joint venture partners, OKP has successfully developed two residential projects. The Essence, an 84-unit condominium at Chong Kuo Road, received its temporary occupation permit (TOP) on 9 June 2023, while Phoenix Residences, a 74-unit condominium, was granted its TOP on 3 January 2025.

Over the years, OKP has been investing in several properties locally and overseas. In Singapore, we own a portfolio of investment properties, comprising three shophouses, two office units and a factory. We also expanded overseas by purchasing a freehold office complex property in Western Australia in April 2018, together with one of our joint venture partners. These properties have provided OKP with a regular stream of recurring rental income.

Backed by a decades-long track record and industry expertise, OKP will continue to boost its abilities to secure contracts from both the public and private construction sectors. We will also explore new businesses through acquisitions, joint ventures and/or strategic alliances that could complement our construction and maintenance business. These will enable us to move into new markets and engage new clients.

EMBRACING SUSTAINABILITY, TECHNOLOGY AND INNOVATION

Our organisation seriously considers sustainability issues in setting up our strategies. We believe that sustainability means operating our business in a way that is not only profitable but also makes a positive impact on our stakeholders and the environment. We believe this strategy leads to greater effectiveness and improved business performance.

As one of our goals, our organisation is actively promoting sustainability, technology and innovation. To improve our business and operations, we invest in and adopt cutting-edge technologies and innovative methods.

For example, we adopt artificial intelligence (AI) and machine learning to improve our operational effectiveness, safety and project execution, enabling predictive maintenance, automation, and real-time analysis to maximise workflows

Mr Ong Tze-Ch'in, Chief Executive of Singapore's National Water Agency, PUB (left) presenting the Construction Safety Award 2024 to our Executive Director Mr Or Kiam Meng (right) at PUB Health and Safety Day on 12 September 2024.

Our Executive Director of EL Mr Or Yew Whatt (left) receiving the Civil Maintenance Safety Award Certificate of Merit from LTA Chief Executive Officer Mr Ng Lang (right) at the SHE Award Convention.

and reduce risks. We use smart automation as AI-driven machinery reduces manual labour, minimising human errors and injuries. Our AI vision system on excavators provides 360-degree surveillance, eliminating the need for manual signalling, thus improving productivity and on-site safety.

In 2024, the Group further improved its current smart earth control measures system by introducing sensor and other digital features in collaboration with the Land Transport Authority and National University of Singapore. New features included an auto chemical discharge feature and auto shutdown feature, and more layers of control to prevent silty discharge into public drains, thus ensuring compliance with environmental standards.

We also partnered with Hubble Build to implement a comprehensive e-SHEMS (electronic Safety and Health Environmental Management System) in early 2024. By integrating cutting-edge technology with our operations, this system enables real-time monitoring of safety data, which allows for the swift identification and resolution of high-risk activities. We also transited to the innovative e-Workforce system. Developed in collaboration with Hubble Build, the e-Workforce system automates the recording of workers' attendance and overtime. This advance solution eliminates the inefficiencies and errors commonly associated with manual data input, enhancing accuracy and productivity across workforce management.

Other innovative and environmentally sustainable practices included using solar panels at our work sites to minimise carbon emission, and carbon mineralised concrete to reduce embodied carbon for our projects. We also utilise wet bulb globe temperature monitoring system to take real-time temperature changes on an hourly basis and motorised noise barriers.

A NOTE OF APPRECIATION

On behalf of the Board, I would like to say how grateful I am for the continuing staunch backing of our shareholders, clients, business associates and suppliers through the years. I would like to express my heartfelt appreciation and applaud the management team for their efficient leadership and great teamwork. As we move forward together, I am sure that each of you will give your dedication and hard work towards building a resilient yet forward-looking organisation which we will be proud of.

It is my privilege to welcome two new members to the Board. They are Mr Choy Wei Hsien Mark as our Lead Independent Director and Mr Tay Peng Huat as our Independent Director, both of whom were appointed on 23 April 2024. Their extensive experience and knowledge in advising and sitting on the boards of listed and private companies in Singapore will be an invaluable asset to our Group.

My sincere thanks also go to all Board members for their wise counsel and perceptive insights through the decades. To all stakeholders, I appreciate your steadfast and unwavering support.

We believe that we are moving ahead steadily to achieving our vision to be one of the leading transport infrastructure and civil engineering companies in Singapore and the region today and in the future. We are on track to grow OKP towards an even brighter tomorrow.

OR KIM PEOW
Group Chairman

IN CONVERSATION WITH OUR GROUP MANAGING DIRECTOR

Supported by a robust order book of $600.7 million, the Group is well-positioned to capitalise on growth opportunities.

OR TOH WAT
Group Managing Director

Q: What is OKP Holdings Limited's (OKP) business about and what are some of its key business segments?

A: We are listed on the Singapore Exchange Mainboard on 26 July 2002.Our Group is a leading home-grown infrastructure and civil engineering company, with foothold in property developments and investments.

Founded in 1966 by our Founder and Chairman, Mr Or Kim Peow, we operate under our three core business segments – construction, maintenance and rental income from investment properties where we get recurring income. Our total revenue comes mainly from public sector projects for both construction and maintenance segments. In addition, the maintenance segment serves as the "bread-and-butter" of OKP's business, ensuring a stable recurring revenue stream. The rental income from investment properties comes from our freehold office complex in Perth, Australia, and a portfolio of shophouses in Singapore.

It is noteworthy that both our wholly-owned subsidiary corporations, Or Kim Peow Contractors (Pte) Ltd (OKPC) and Eng Lam Contractors Co (Pte) Ltd (EL) are A1 grade civil engineering contractors. This has allowed them to tender for public sector construction projects of unlimited value.

Q: OKP reported a 135.4 per cent increase in gross profit to $58.2 million, supported by higher-margin projects. What drove this increase?

A: Despite a challenging operating environment marked by rising business costs, manpower constraints and tight supply of materials, the Group has achieved a 13.3 per cent increase in revenue to $181.8 million boosted by our construction and maintenance business divisions. We also gained, a higher gross profit margin of 32.0 per cent in FY2024, up from 15.4 per cent in the previous year.

Construction of Cycling Park Network at Sengkang is an ongoing OKP's project.

One of OKP's ongoing maintenance projects is the term contract for road-related facilities, road structures and road safety schemes for West Sector at Bukit Batok St 31's Friendly Street, which is designated for more convenient walking.

These achievements reflect OKP's disciplined approach to margin management and operational prudence without comprising on quality or integrity. We believe our good execution remains our priority, ensuring projects are completed on time and within budget. To strengthen resilience, the Group remains committed to a high level of operational efficiency and will continue to reinforce project management, while embracing technology and innovations for greater effectiveness.

Q: How has OKP's recent financial performance been?

A: Backed by close to six decades of a good track record and core expertise, we delivered substantial topline performance in FY2024, driven by strong performance from both the construction and maintenance segments.

Revenue saw a 13.3 per cent increase to $181.8 million in FY2024, primarily due to higher contributions from the Group's construction and maintenance segments. Net profit attributable to equity holders of $33.7 million and net profit of $32.8 million were recorded for FY2024.

Supported by a robust order book of $600.7 million, the Group is well-positioned to capitalise on growth opportunities. This is because of our disciplined cashflow management and financial prudence while diversifying earnings and geographical presence. By forming strategic partnerships, we strive to achieve greater diversification to enhance financial stability and advance sustainable growth.

Q: Revenue for the construction segment grew by 11.3 per cent and the maintenance segment by 19.6 per cent. What are the key drivers behind the performance of these segments?

A: Revenue from the construction and maintenance segments rose to $114.0 million and $61.7 million respectively, due to higher percentage of revenue recognition from various ongoing and newly awarded projects as they progressed to a more active phase in FY2024.

To sustain the growth, our organisation is leveraging on our nearly 60 years of respectable track record, solid professional expertise and effective teamwork to capitalise on growth opportunities by tendering for both public and private projects.

Q: The Group's gearing remains low, with a strong balance sheet. Does OKP see opportunities to leverage its balance sheet for future growth, including acquisitions or expansions into new business segments?

A: Supported by a strong balance sheet with free cash and cash equivalents totalling $124.3 million, OKP is well-positioned to better advantage of growth opportunities to sustain our growth trajectory.

Our long-term strategy remains centred on leveraging our core capabilities, venturing into new overseas business opportunities, and diversifying earnings through property developments and other investments. To reinforce our strategy, we will continue to explore strategic partnerships to strengthen our foothold in property developments and investment ventures.

At the same time, we remain committed to maximising shareholders' return on investment while maintaining excellence in our services.

Q: Singapore's construction sector grew 5.9 per cent year-on-year in 4Q 2024, driven by increased public sector construction output. How is OKP positioning itself to capture upcoming public infrastructure projects?

A: The Group continues to be motivated by our mission – to be the first and preferred civil engineering contractor for the various industries, here and overseas. Over the years, our reputation has grown due to our strong track record, vast expertise, efficient management team, and professional and capable employees in civil engineering projects. Our numerous industry awards also testify to good performance and efficient project management, thus, giving confidence to our present and potential clients that we will deliver on time and on budget to their satisfaction.

In fact, in 2024, OKP successfully secured five projects from the public sector, amounting to a total value of approximately $257.2 million. Four contracts were awarded by the Land Transport Authority while one contract from the Public Utilities Board.

The upbeat forecast by the latest Building and Construction Authority that the projected total value of construction contracts to be awarded in 2025 will range between $47 billion and $53 billion, gives companies like OKP much optimism for the coming year. We are confident that with our strong track record in public sector works and civil engineering projects, we will be moving ahead steadily to win more potential public infrastructure projects to deliver value to our shareholders.

Q: Rising construction costs remain a challenge across the industry. How is OKP managing cost pressures, and are there any pricing strategies being employed to protect margins?

A: We are cognisant of the rising cost pressures in the construction industry and remain vigilant in navigating the challenging market conditions. The Group will continue to ensure effective cashflow management and remain prudent with our capital structure and finances.

Additionally, we are committed to raising our productivity by integrating technology and innovations into our business processes to reduce reliance on manpower and upgrade our workforce.

Strong execution remains critical to ensuring projects are completed on time and within budget, and refraining from incurring unnecessary additional costs. Supported by our strong balance sheet coupled with free cash and cash equivalents totalling $124.3 million, we are well positioned to navigate the challenges in the construction sector.

Q: Sustainability and ESG have increasingly been a key focus, how is your company committed towards sustainability?

A: We believe that sustainability means operating our business in a way that is not only profitable but also makes a positive impact on our stakeholders and the environment.

To integrate sustainability into our business, we invest in technologies and innovations. This include using solar panels at our premises to reduce carbon emission, and carbon mineralised concrete to reduce embodied carbon for our projects.

We also prioritise workers' health and safety, invest and adopt cutting-edge technologies, innovative approaches, and strategic measures that pre-emptively address potential hazards and risks. For example, in order to cope with extreme weather conditions, our measures include prohibiting outdoor works during adverse weather conditions and providing cooling resources such as water stations, misting systems and solar fans. These measures and advancements have cultivated a healthier, safer and more sustainable built environment, promoting the well-being of our workforce.

We pledge to enhance measures to safeguard the welfare of our workers, as we firmly believe that this investment will be beneficial in the long run, despite incurring additional costs.

Q: How does OKP differentiate itself from competitors in both public and private sector tenders?

A: The Group differentiates itself in both public and private sector tenders through our decade-long track record, wide expertise, and proficient team, who demonstrates efficient project management and provides top-quality services.

Over the years, OKP has grown to become a well-acknowledged business in the transport infrastructure and civil engineering industry in Singapore and the region. Our well-recognised reputation as a preferred civil engineering contractor gives us a competitive edge in securing contracts across various industries.

We remain committed to be a trusted partner for key public agencies, having successfully undertaken projects for the Housing & Development Board, JTC Corporation, Land Transport Authority, National Parks Board, Public Utilities Board and Urban Redevelopment Authority. In the private sector, we have worked for esteemed clients, including Changi Airport Group, ExxonMobil, Foster Wheeler Asia Pacific Pte Ltd, and WorleyParsons Pte Ltd. The Group will continue to build on this trust and reliability that our customers and partners have placed on us.

As a steadfast business in transport infrastructure construction and civil engineering, the Group ensures that it is complying with all relevant legislative and regulatory requirements to improve workplace safety, environmental protection and the welfare of all employees. We implement strict safety management measures throughout the various stages of the projects, beginning at the project management stage, during the construction and site management stages until the successful completion of the projects. Our priority is to make sure that all staff, contractors and subcontractors on our premises are skilled, well-equipped and trained to work safely. Our guiding principle to our workforce is to provide them with a safe accident-free working environment, thus, enabling them to go home safely after work.

Q: Looking ahead, what are OKP's top three strategic priorities for the next five years, and how do they align with the company's long-term vision?

A: The Group's strategic priorities are centred on technological innovations, sustainability, and business diversification. These three priorities support our vision of being a leading transport infrastructure and civil engineering company in Singapore, the region and beyond.

First, on technological innovations, we are committed to investing and adopting cutting-edge technologies to enhance productivity, improve operational efficiency, and drive innovation across our operations. We also innovate our work processes to enhance productivity and operational efficiencies.

Second, sustainability is embedded in every aspect of our business and operation, as we continue to adopt environmentally-sustainable practices and play an active role in making our climate a more sustainable and greener one. Third, in business diversification, we aim to drive long-term growth by continuing to explore strategic partnerships to strengthen our foothold in property developments and investment ventures. This is to help in diversifying our earnings and strengthening our recurring income streams.

Together, we believe that these priorities will position the Group to be on track for sustainable growth while maintaining our competitive edge in the industry.

OKP is involved in the construction of commuter and road infrastructure works in Pasir Ris and Loyang.

Q: How have disruptive technologies like artificial intelligence (AI) and machine learning changed the way the Group carries out its business, and what are the benefits that resulted from that?

A: The adoption of AI and machine learning has enhanced OKP's operational efficiency, safety and overall project execution, enabling predictive maintenance, automation, and real-time analysis to optimise workflows and minimise risks. Let me give you three examples.

First, we utilise smart automation and safety as our AI-drive machinery reduces manual labour, minimising human errors and injuries. Our AI vision system on excavators provide a 360-degree surveillance, eliminating the need for manual signalling, thus, improving productivity and on-site safety. Second, we employ innovative monitoring. Our wet bulb globe temperature monitoring system tracks real-time temperature changes, while our smart earth control system eliminates the chances of silty water being discharged to public drains, ensuring compliance with environmental standards. Third, we focus on enhanced equipment efficiency. Our upgraded lorry cranes with stabiliser controls mitigate collapse risk, while motorised noise barriers replace labour-intensive shifting, thus improving efficiency.

When we integrate AI and automation, we not only streamline operations but also enhance workplace safety and sustainability, thus reinforcing our commitment to innovation and operational excellence.

Q: What impact would a change in interest rate have on the Group's businesses, and how is it managing this risk?

A: The higher-for-even-longer interest rate environment impacts not just the Group but the broader economy. While rising rates may elevate financing costs, potentially leading to higher operational expenses and lower profit margins, they also present opportunities for financial prudence and strategic positioning.

To mitigate risk, we maintain a robust balance sheet and exercises prudent financial management to navigate interest rate fluctuations. It also employs disciplined debt management, optimising fixed deposit placements, and diversifies revenue streams through property investments and recurring rental income.

Moreover, OKP continues to strengthen project management, tighten cost controls and leverage technology to drive efficiency. By taking a proactive approach to capital management, we remain resilient against interest rates volatility while staying on course for sustainable growth.

OUR OUTLOOK

ECONOMIC OUTLOOK

The Singapore economic growth is optimistic as it grew by 4.4 per cent in 2024, up from the 1.8 per cent figure in 2023, according to the Ministry of Trade and Industry's (MTI) announcement on 14 February 2025.

However, the economic landscape worldwide remains uncertain due to ongoing trade frictions among major economies, geopolitical tensions from the Israel-Hamas clash and the war in Ukraine, and catastrophic weather conditions. All these issues weigh heavily on economic recovery momentum and negatively impact trade across the world, including Singapore.

Taking into consideration these global and domestic economic developments, and excluding any new adverse risks, MTI has maintained the local GDP growth forecast for 2025 at 1.0 to 3.0 per cent.

INDUSTRY OUTLOOK

According to MTI, growth in the construction sector came in at 4.4 per cent year-on-year in the fourth quarter of 2024, following the 5.6 per cent growth in the third quarter. The Singapore construction industry picked up by 4.5 per cent in 2024, extending the 5.8 per cent expansion in 2023. The growth was due to the increase in both public and private sector construction works.

Ongoing construction of Cycling Path Network (Central) at Vivocity, which is an OKP's newly awarded project.

This positive sentiment is echoed by the Building and Construction Authority's (BCA) latest projections. It announced on 23 January 2025 that the projected total value of construction contracts to be awarded in 2025 will range between $47 billion and $53 billion, which is between 0.3 per cent and 11.7 per cent higher than pre-Covid levels in 2019. These estimates are up from $44.2 billion in 2024, exceeding BCA's mid-year revised forecast of between $35 billion and $41 billion for the previous year.

The upbeat construction viewpoint is mainly driven by the expected award of contracts for several large-scale developments. These include Changi Airport Terminal 5 (T5), expansion of the Marina Bay Sands Integrated Resort, and public housing development and upgrading works. Other contributing contracts include high-specification industrial buildings, educational developments, healthcare facilities, mechanical and engineering contracts for the Thomson-East Coast Line Extension (TEL) and Cross Island Line (CRL), and infrastructure works for the Woodlands Checkpoint extension and the Tuas Port.

Looking ahead over the medium term from 2026 to 2029, BCA expects the total construction demand to reach an average of between $39 billion and $46 billion per year. While this demand seems promising, there could be potential unforeseen risks resulting from an unpredictable global economic environment.

Notwithstanding such risks, the positive outlook for the construction industry gives a boost to the prospects of transport infrastructure and civil engineering companies such as OKP.

However, the reality is that the construction industry has to remain mindful as it continues to navigate various challenges such as increasing business costs, manpower restrictions and tight supply of materials. This is largely attributed to the government policies and legislation related to foreign worker recruitment, and global supply chain issues.

Taking a look at the property market, the Urban Redevelopment Authority's 4th Quarter 2024 real estate statistics, which were announced on 24 January 2025, revealed that the overall private residential price index rose by 2.3 per cent in 4th Quarter 2024. This was mainly attributed to sales transactions at selected newly-launched projects. The pace of increase in the private residential price index has slackened to 3.9 per cent in 2024, down from 6.8 per cent in 2023 and 8.6 per cent in 2022.

To meet housing demand and maintain market stability, the Government raised the overall private housing supply in the Government Land Sales (GLS) Programme from about 8,140 units in second half of 2024 to 8,505 units in first half of 2025. This supply comprises sites with about 5,030 private housing units, including 980 executive condominium units, which will be tendered out via the confirmed list in the first half of 2025. This is close to 60 per cent higher than the average half-yearly

Construction of link sewers for the Deep Tunnel Sewerage System Phase 2 project at Commonwealth Avenue is an OKP's ongoing construction project.

GLS supply in the confirmed list from 2021 to 2023. An additional 3,475 units will be made available via the reserve list, higher than the 3,090 units in the second half of 2024.

With this increase in private housing supply, OKP believes that prices in the private residential market will moderate. However, with uncertain economic and political uncertainties still lurking, the Group stays watchful and hopeful when evaluating potential opportunities.

The Perth office market remains stable. According to Property Council of Australia's Office Market Report, which was announced on 6 February 2025, the office vacancy in Australia's central business district increased marginally from 13.6 to 13.7 per cent over the six months to January 2025. This increase is mainly due to increased supply in some cities. However, Perth saw vacancy decreasing slightly from 15.5 to 15.1 per cent. Property Council Chief Executive Mike Zorbas said: "***Over the last three and a half years, positive demand for office space in our central business districts has been recorded in five of the last seven reporting periods. Sydney, Perth, Adelaide and Canberra saw positive demand for office space above their historical averages in the last six months.***" Thus, demand for office space is expected to remain positive with the Group's Australian investment continuing to bear good fruit.

COMPANY OUTLOOK

Amidst the global and local uncertainties, the Group is laser-focused on realising its vision to be a leading transport infrastructure and civil engineering company in Singapore, the region and beyond. We will stay resilient and nimble and on track to achieve our business goals.

Our business remains fundamentally strong due to our key strengths such as a widely-recognised good track record, many years of professional experience and an effective management team.

In our core construction and maintenance business, OKP has successfully secured five projects, which are worth a total of appropriately $257.2 million in 2024. These projects are for the construction of cycling path networks, and improvement of road-related and commuter-related facilities.

The Group continues to be sustained by a strong pipeline of projects. As at 31 December 2024, our net construction order book stood at $600.7 million, up from $518.6 million in 2023, with projects extending till 2027.

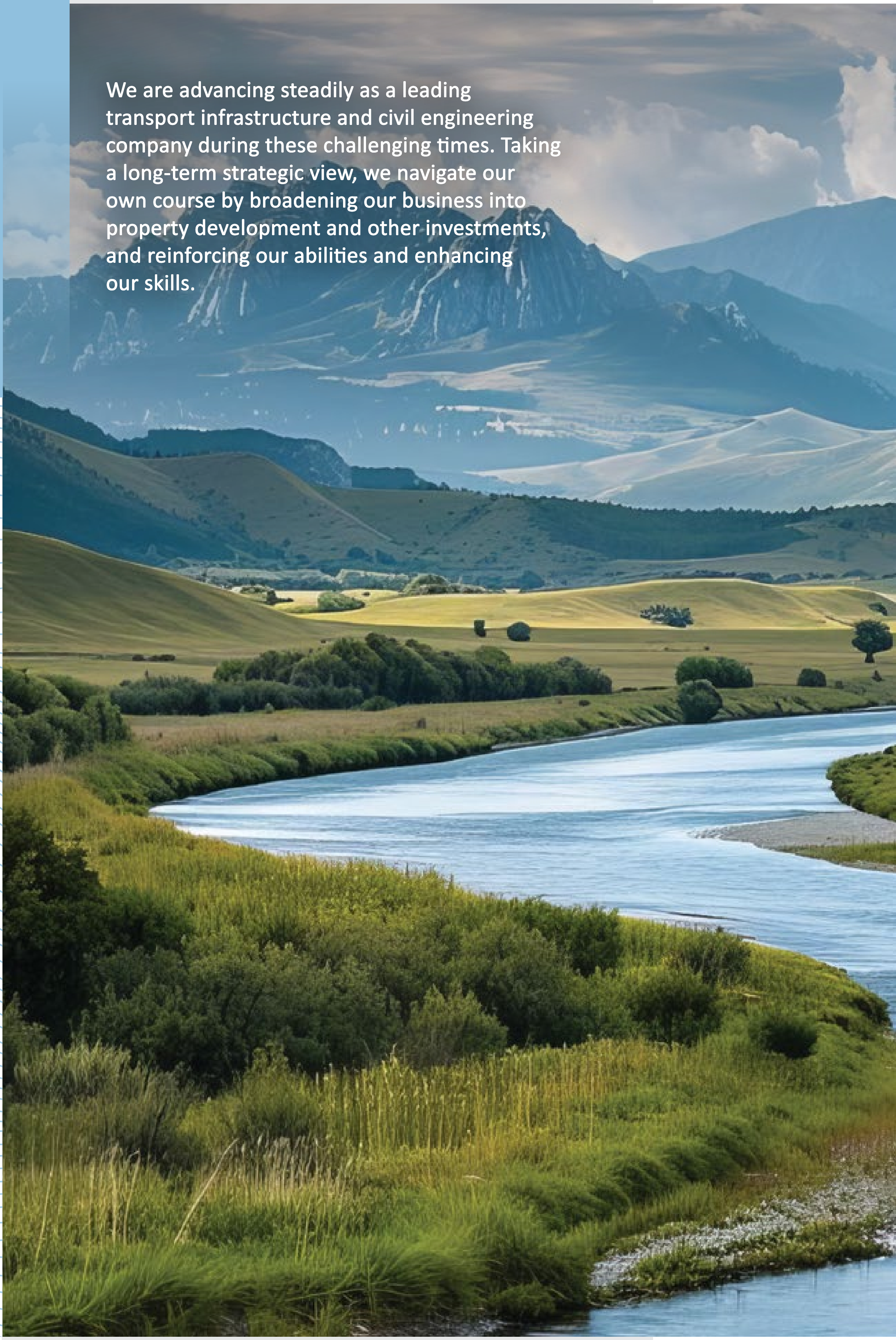
In the case of our property developments, our two recent projects in Singapore have been successful. Its joint venture project, The Essence, which is an 84-unit development launched in March 2019, had been completed and received its temporary occupation permit (TOP) on 9 June 2023. In the case of the other project, Phoenix Residences at Phoenix Road, which was launched in November 2020, all 74 units had been sold and the project was granted its TOP on 3 January 2025.

In order to diversify and reinforce our earnings and drive recurrent income, OKP has also ventured into property investments. Spreading our footprint overseas, we purchased our first overseas property, a freehold office complex in Perth, Australia in January 2018.

In Singapore, our organisation acquired three purchases in 2021 – a freehold, three-storey shophouse situated at 35 Kreta Ayer Road, and two freehold two-storey conservation shophouses located at 69 and 71 Kampong Bahru Road. One freehold property comprising a two-storey corner light industrial terrace factory at 32 Tagore Lane was acquired in 2019.

These investment properties have contributed to our financial performance. To remain committed in our strategy to diversify earnings and drive recurring income streams, the Group will continue to explore strategic partnerships to increase our foothold in property development and investment ventures.

As we continue to strengthen our proficiencies and expertise, we will move steadily forward as a team to achieve a bright and promising future.



We are advancing steadily as a leading transport infrastructure and civil engineering company during these challenging times. Taking a long-term strategic view, we navigate our own course by broadening our business into property development and other investments, and reinforcing our abilities and enhancing our skills.

Navigating Our Course

OUR CORPORATE PROFILE

OKP's completed property development at Phoenix Residences.

Started by founder and Chairman, Mr Or Kim Peow, as a sole proprietorship in 1966, OKP Holdings Limited (OKP) and its subsidiary corporations are a leading transport infrastructure and civil engineering group in Singapore. The Group specialises in the construction of airport runways and taxiways, expressways, flyovers, vehicular bridges, urban infrastructure, airport infrastructure, and oil and gas-related infrastructure for petrochemical plants and oil storage terminals.

In addition, OKP carries out maintenance works for roads and road-related facilities as well as building construction-related works. Over the past decade, OKP has grown its core business to include property developments and investments.

Since the founding of wholly-owned subsidiary corporation, Or Kim Peow Contractors (Pte) Ltd (OKPC), the organisation has moved ahead steadily, notwithstanding the ups and downs of the business cycle and the challenges posed by economic uncertainties.

Celebrating more than 50 years in business in 2016, OKP has been on track for growth, expanding its proficiencies and building its years-long track record to attain its vision to be a leading transport infrastructure and civil engineering company in Singapore, the region and beyond. The Group has two core business divisions, construction and maintenance, and bids for public and private civil engineering and infrastructure projects as well as maintenance contracts.

Over the years, OKP has worked strategically and diligently to realise its mission to be the first and preferred civil engineering contractor for the various industries. Its clients hail from both the public and private sectors. In the public sector, the Group's clients include the Housing & Development Board, JTC Corporation, Land Transport Authority, National Parks Board, Public Utilities Board and Urban Redevelopment Authority. Its private sector clients include the Changi Airport Group, ExxonMobil, Foster Wheeler Asia Pacific Pte Ltd, and WorleyParsons Pte Ltd.

CORPORATE DEVELOPMENTS

With the current worldwide economic and political issues, countries all over the world are safeguarding themselves, strategising how to overcome challenges and put their economies on surer footing.

It is the same with OKP. We need to stay resilient and adapt to ever-changing tough circumstances to accomplish our business goals. Our strategy is to stay focused on our core competencies and at the same time, make greater headway into other revenue-generating sectors such as property development and investment. Our abilities and position as a leading player in the public sector have been widely acknowledged, especially in Singapore.

Under the Building and Construction Authority Contractors' Registry, our wholly-owned subsidiary corporations, OKPC and Eng Lam Contractors Co (Pte) Ltd, are A1 grade civil engineering contractors. The A1 grade permits them to bid for public sector construction projects of unlimited value.

The Group also enhances its skillsets and widens its business acumen in the competitive business environment by investing in several joint ventures. In 2014, the Group invested in an associated company, United Singapore Builders Pte. Ltd., with three other established construction companies, with the goal of participating in complex project tenders.

In addition, OKP seeks opportunities to develop its property development and investment portfolio, via joint ventures as well as on its own.

Two recent projects in Singapore by the Group have been successful ventures. Its joint venture project, The Essence, which is an 84-unit development launched in March 2019, has been completed and received its temporary occupation permit (TOP) on 9 June 2023. In the case of the other project, Phoenix Residences at Phoenix Road, which was launched in November 2020, all 74 units had been sold and the project received its TOP in January 2025.

Resurfacing work at New Upper Changi Road is one of OKP's footpath renewal maintenance projects.

To build recurring income and diversify its earnings, OKP has invested in several properties locally and overseas. In Singapore, the Group owns a portfolio of investment properties. In 2021, there were three purchases – a freehold three-storey shophouse located at 35 Kreta Ayer Road, and two freehold two-storey conservation shophouses sited at 69 and 71 Kampong Bahru Road. In 2019, we purchased one freehold property comprising a two-storey corner light industrial terrace factory at 32 Tagore Lane.

Making an important strategic move, OKP bought its first overseas property, a freehold office complex in Australia, in April 2018 with a partner. This property at 6-8 Bennett Street in East Perth, Western Australia is occupied by a mix of government and corporate tenants.

To its credit, the Group has accumulated many accolades for its annual reports, corporate governance, safety and environment efforts and investor relations. Since 2006, it has won numerous safety awards, green and gracious awards, a construction environment award and an Eco-Office certification.

Our associated company, Chong Kuo Development Pte Ltd, bagged three awards for The Essence – Boutique Condo Interior Design (Winner), Best Boutique Development High Density (Highly Commended) and Best Boutique Condo Architectural Design (Highly Commended) – at Property Guru Asia Property Awards Singapore 2019.

In 2010, the Group made it to Forbes Asia's "Best Under A Billion" list, the magazine's annual ranking of the top 200 firms in the Asia-Pacific region. The ranking was based on a list of publicly listed top performers with sales under US$1 billion.

Listed on the Singapore Exchange since 26 July 2002, OKP's market capitalisation as at 31 December 2024 was $99.8 million (2023: $66.0 million) while net tangible assets amounted to $201.4 million (2023: $167.8 million).

OUR MILESTONES

2024

- Further improved current smart earth control measures system by introducing sensor and other digital features in collaboration with the Land Transport Authority (LTA) and National University of Singapore. New features included an auto chemical discharge feature and auto shutdown feature, and more layers of control to prevent silty discharge.

From left to right: Mr Teo Tian Bock from LTA (first), Mr Loy Pei Ping from LTA (third), Mr Goh Kwee Hui from LTA (fourth), Dr. Chew Soon Hoe from NUS (fifth) and our Executive Director Mr Or Lay Huat Daniel (sixth).

2023

- Won our largest contract to date – a $188.3 million contract from LTA for the construction of Singapore's new Cycling Path Network in seven towns islandwide, including all associated infrastructure.
- The Essence, a private condominium at Chong Kuo Road, obtained the Temporary Occupation Permit on 9 June 2023.

Construction of Cycling Park Network at Potong Pasir is OKP's newly awarded construction project.

2022

- Innovated and implemented a smart earth control measures system at the Group's worksite.

Our smart earth control measures system implemented at DE143 project site.

2021

- Acquired a pair of adjoining two-storey conservation shophouses at 69 Kampong Bahru Road, Singapore 169372 and 71 Kampong Bahru Road, Singapore 169373 for $12.4 million for investment.

OKP acquired a pair of adjoining two-storey conservation shophouses at Kampong Bahru Road in Singapore.

2020

- Acquired a three-storey with attic shophouse at 35 Kreta Ayer Road, Singapore 089000 for $11.3 million for investment.

OKP purchased a shophouse at 35 Kreta Ayer Road in Singapore.

2019

- Purchased a property at 32 Tagore Lane, Singapore 787485 for $8.0 million for investment.
- Associated company Chong Kuo Development Pte Ltd won three awards – Boutique Condo Interior Design (Winner), Best Boutique Development High Density (Highly Commended) and Best Boutique Condo Architectural Design (Highly Commended) – for The Essence at Property Guru Asia Property Awards Singapore 2019.

32 Tagore Lane, Singapore.

OUR MILESTONES

2018

OKP is co-developing The Essence, a 84-units condominium at Chong Kuo Road in Singapore.

- Acquired first overseas property, a freehold modern office complex at 6-8 Bennett Street, Perth in Australia jointly with HSB Holdings Pte. Ltd. for A$43.5 million.
- Clinched tender to acquire a land parcel at Chong Kuo Road in Singapore for $43.9 million with Lian Soon Holdings with plans to develop to a condominium.
- Clinched tender to acquire a land parcel at 71-85 Phoenix Avenue, in Singapore with plans to redevelop the property.

2017

OKP co-developed Amber Skye, a private condominium at Amber Road, which has been completed.

- Purchased a property at 7 Woodlands Industrial Park E2 Singapore 757450 for $2.2 million for investment.
- Amber Skye, a private condominium at Amber Road, obtained the Temporary Occupation Permit on 27 April 2017.

2016

- Won the Best Annual Report Award (Gold) in the "Companies with less than $300 million market capitalisation" category at Singapore Corporate Awards 2016.
- Wholly-owned subsidiary corporation Or Kim Peow Contractors (Pte) Ltd (OKPC) received the NS Advocate Award (SMEs) at Total Defence Awards 2016 in recognition of its support and contribution to Total Defence.
- OKPC celebrated its 50th anniversary since it was founded as a sole-proprietorship in 1966.
- Wholly-owned subsidiary corporation Eng Lam Contractors Co (Pte) Ltd (EL) was upgraded to an A1 grade civil engineering contractor under the Contractors registry regulated by the Building and Construction Authority (BCA), allowing it to tender for public sector construction projects of unlimited value.
- LakeLife executive condominium at Yuan Ching/ Tao Ching Road in Singapore obtained its Temporary Occupation Permit on 30 December 2016.

OKP management at the Singapore Corporate Awards 2016 where it won the Best Annual Report (Gold) in the "Companies with less than $300 million market capitalisation" category.

2015

Our Executive Director Mr Oh Enc Nam (right) receiving a trophy from PUB CEO Mr Ng Joo Hee (left) as the winner of the 2015 PUB Safety Achievement Award (Construction).

- Wholly-owned subsidiary corporation OKP (Oil & Gas) Infrastructure Pte. Ltd. had been granted a licence to operate a representative foreign construction service company to explore business opportunities in the building and construction industry in Jakarta, Indonesia.
- Won two awards - Runner-up in the Most Transparent Company Award for Construction and Materials; and Mainboard Small Caps at the Securities Investors Association (Singapore) (SIAS) 16th Investors' Choice Awards 2015. This was the fourth consecutive year for OKP to clinch such an accolade in the Most Transparent Company Award category.
- Won the Best Investor Relations Award (Gold) in the "Companies with less than $300 million market capitalisation" category at Singapore Corporate Awards 2015.
- EL was the winner for 2015 Public Utilities Board Safety Achievement Award (Construction)

2014

- Won two awards – Merit for the Singapore Corporate Governance Award under Mainboard Small Caps category; and runner-up for the Most Transparent Company Award in the Constructions & Materials category – at SIAS 15th Investors' Choice Awards 2014.
- OKPC invested in an associated company, United Singapore Builders Pte. Ltd., with Chye Joo Construction Pte Ltd, Ho Lee Construction Pte Ltd, Hwa Seng Builder Pte Ltd and Swee Hong Limited to participate in Mass Rapid Transit (MRT) tenders and undertake MRT projects if awarded.

Our Group Managing Director Mr Or Toh Wat (second from right) receiving the Merit Award for the Singapore Corporate Governance Award 2014, Mainboard Small Caps Category from Mr Lawrence Wong (second from left), Minister for Culture, Community and Youth & Second Minister for Ministry of Communications and Information, at the 15th Securities Investors Association (Singapore) Investors' Choice Awards 2014.

2013

- Wholly-owned subsidiary corporation OKP Land Pte. Ltd. (OKPL) formed a joint venture company, Lakehomes Pte. Ltd., with BBR Development Pte. Ltd., Evia Real Estate (5) Pte. Ltd., CNH Investment Pte. Ltd. and Ho Lee Group Pte Ltd to develop an executive condominium, LakeLife at Yuan Ching Road/Tao Ching Road in Singapore.
- Won three awards in the "Companies with less than $300 million in market capitalisation" category at Singapore Corporate Awards 2013 – Best Annual Report (Gold), Best Managed Board (Silver) and Best Investor Relations (Bronze).
- Won the Most Transparent Company Award under Mainboard Small Caps Category at SIAS 14th Investors' Choice Awards 2013.
- OKPC received the Meritorious Defence Partner Award at the Total Defence Awards 2013 in recognition of its support and contribution to Total Defence

2012

- OKPL took a 10 per cent stake in CS Amber Development Pte. Ltd., a subsidiary corporation of China Sonangol Land Pte. Ltd., the property arm of China Sonangol International (S) Pte. Ltd. In 2012. This property development company was involved in an en bloc purchase of a condominium block at 8 Amber Road, Singapore 439852 with plans to re-develop it into a premium condominium project.
- Won three awards in the “Companies with less than $300 million in market capitalisation” category at Singapore Corporate Awards 2012 – Best Chief Financial Officer (Ms Ong Wei Wei), Best Managed Board (Bronze) and Best Investor Relations (Bronze).
- Won the Most Transparent Company Award under Mainboard Small Caps category at SIAS 13th Investors’ Choice Awards 2012.
- EL was presented the Meritorious Defence Partner Award at the Total Defence Awards 2012 in recognition of its support and contribution to Total Defence.

With our Group Managing Director Mr Or Toh Wat (second from right), at the “Best Under A Billion” award ceremony in Hong Kong were Ms Hera Siu, President of SAP China (left), Mr Christopher Forbes, Vice Chairman of Forbes (second from left) and Mr Simon Galpin, Director-General of Invest Hong Kong (right).

- Incorporated OKPL with an issued and paid-up share capital of $500,000, comprising 500,000 ordinary shares for investment holding and property development in 2011.
- OKPC was assessed by the BCA and found eligible to participate in the Construction Engineering Capability Development Programme, which aims to nurture BCA registered general builders to undertake complex projects to build up their construction engineering capability by offering financial incentives in 2011.
- OKPC signed a 50-50 joint venture agreement with Soil-Build (Pte) Ltd. to form Forte Builder Pte. Ltd. which secured a $83.5 million contract from Angullia Development Pte. Ltd. to construct Angullia Park condominium in Orchard Road in 2010.
- Issued 15 million new ordinary shares at $0.45 for each share to China Sonangol International (S) Pte. Ltd., a subsidiary corporation of China Sonangol International Limited in 2009.

Then Minister of State for Defence, Associate Professor Koo Tsai Kee (right) presenting the Meritorious Defence Partner Award to our Executive Director Mr Or Kiam Meng, at the Total Defence Awards 2009 in recognition of OKP’s support and contribution to Total Defence.

- Undertook bonus issue of 82,430,468 new shares on the basis of one new OKP share for every two existing shares held and a rights issue of warrants on the basis of one warrant for every four existing ordinary shares held in 2009. Each warrant was issued at a 1.0 cent, with an exercise price of 20.0 cents and an exercise period of three years.
- Listed on the Sesdaq on 26 July 2002 and subsequently upgraded listing from Catalist (formerly Sesdaq) to SGX Mainboard on 25 July 2008.
- Issued 13.6 million new ordinary shares for cash at $0.16821 each pursuant to a placement exercise in 2007.
- EL was upgraded to an A2 grade civil engineering contractor under the BCA Contractors’ registry, which allows it to tender for public sector construction projects with contract values of up to $85.0 million each in 2009.
- OKPC was upgraded to an A1 grade civil engineering contractor under the Contractors Registry of the BCA in 2008, allowing it to tender for public sector construction projects of unlimited value.

2002

Our Executive Director Mr Or Lay Huat Daniel (right) and Mr Lim Chee Onn at the Singapore Corporate Awards 2008 where OKP bagged the Best Investor Relations Award (Gold) and the Best Annual Report Award (Silver).

- Acquired two properties
  - A property at 2A Sungei Kadut Drive Singapore 729554 for $3.55 million to provide for future expansion plans in 2010;
  - A property at 30 Tagore Lane, Singapore 787484 for $2.05 million to provide for future expansion plans in 2009.
- Successfully won and completed several major projects including:
  - Two projects totalling $8.6 million from the LTA to widen and re-surface roads with special-mix asphalt for the prestigious Formula One night race which took place in September 2008;
  - Three projects on Jurong Island worth a total of $11.1 million in 2007, after incorporating a 55 per cent owned joint venture company, OKP (Oil & Gas) Infrastructure Pte Ltd, to carry out civil engineering projects in relation to oil, petrochemical and gasrelated businesses in Singapore;
  - A $44.0 million civil engineering project relating to ExxonMobil's multi-billion dollar Second Petrochemical Complex for Foster Wheeler Asia Pacific Pte Ltd and WorleyParsons Pte Ltd in 2007.
- Several firsts including:
  - Secured our largest public sector project to date, which was a $119.3 million contract from the LTA to widen the stretch of CTE from PIE to Braddell Interchange in 2009;
  - Won our maiden contract from the Urban Redevelopment Authority, which was a $3.4 million contract for environmental improvement works in 2009;
  - Secured our first and largest project in the oil and gas industry worth approximately $50.0 million relating to the $750.0 million Universal Terminal, a massive petroleum storage facility in 2006, which was completed in 2008;
  - Our first overseas project worth approximately $14.3 million in Rota (Island), becoming one of the first few Singaporean companies to do business in the CNMI in 2006;
  - One of the first civil contractors appointed by Foster Wheeler Asia Pacific Pte Ltd and WorleyParsons Pte Ltd to carry out civil works in Jurong Island in 2006;
  - First project with the National Parks Board in 2006;
  - First construction-related high-rise project worth $10.5 million with a private property developer in 2003, which was completed a year later in 2004;
  - First airport-related project worth $39.5 million and first design and build project with $21.6 million both in 2002.
- Ventured overseas as follows:
  - Wholly-owned subsidiary corporation OKP Technical Management Pte. Ltd. entered into a 50-50 joint venture agreement with CIF Singapore Pte. Ltd. to grow the business overseas in 2009;
  - Incorporated a wholly-owned subsidiary corporation, OKP Investments (China) Pte Ltd, to handle construction-related business in China in 2003;
  - Entered into an alliance agreement with other building and construction professionals to offer a one-stop solutions centre to customers in India and other countries in 2003;
  - Incorporated a 96 per cent-owned subsidiary corporation, OKP (CNMI) Corporation in Saipan, Commonwealth of Northern Mariana Islands (CNMI) to handle infrastructure, construction and building-related businesses in CNMI in 2005;
  - Incorporated a 55 per cent-owned subsidiary corporation, United Pavement Specialists Pte Ltd, to handle asphalt-related business in the CNMI and Micronesia in 2006.

OKP completed its first and largest oil and gas-related project on Jurong Island.

OKP's first construction-related high-rise building project called Dunman View condominium.

OUR AWARDS AND ACCOLADES

COMPANY RANKING

2011–2012

Received Certificate of Achievement from DP Information Group on entering the “Singapore 1000 Company” list under the “Public Listed Companies – 2011 and 2012” category.

2007–2010

Made it to the Forbes Asia’s “Best Under A Billion” list, the magazine’s annual ranking of the best 200 companies in the Asia Pacific region in 2010. Companies were selected from a list of nearly 13,000 publicly-listed top performers with sales under US$1 billion, evaluated based on factors such as sales and earnings growth, and shareholders’ return on equity over a three-year period and the past one year.

OKP Holdings Limited and wholly-owned subsidiary corporation Or Kim Peow Contractors (Pte) Ltd (OKPC) were awarded the Certificate of Achievement by DP Information Group for making the 22nd “Singapore 1000 & SME 500” rankings in 2009.

Received Certificate of Achievement from DP Information Group for making the “Singapore 1000 Company” list under the “Public Listed Companies – 2007, 2008 and 2010” category.

INVESTOR RELATIONS/TRANSPARENCY

2016

Won the Best Annual Report Award (Gold) in the “Companies with less than $300 million market capitalisation” category at Singapore Corporate Awards 2016.

2015

Won two awards - Runner-up in the Most Transparent Company Award for Construction and Materials; and Mainboard Small Caps at the Securities Investors Association (Singapore) (SIAS) 16th Investors’ Choice Awards 2015.

Won the Best Investor Relations Award (Gold) in the “Companies with less than $300 million market capitalisation” category at Singapore Corporate Awards 2015.

2014

Won two awards, namely the Merit for the Singapore Corporate Governance Award under Mainboard Small Caps Category; and runner-up for the Most Transparent Company Award in the Constructions & Materials Category at the (SIAS) 15th Investors’ Choice Awards 2014.

2013

Won three awards in the “Companies with less than $300 million in market capitalisation” category at Singapore Corporate Awards 2013, namely the Best Annual Report (Gold), Best Managed Board (Silver) and Best Investor Relations (Bronze).

Winner of the Most Transparent Company Award under Mainboard Small Caps Category at the SIAS 14th Investors’ Choice Awards.

2004–2012

Won the following awards:

Three awards in the “Companies with less than $300 million in market capitalisation” category at Singapore Corporate Awards 2012, namely the Best Chief Financial Officer (Ms Ong Wei Wei), Best Managed Board (Bronze) and Best Investor Relations (Bronze);

Most Transparent Company Award under Mainboard Small Caps Category at the SIAS 13th Investors’ Choice Awards 2012;

Best Annual Report Award (Gold) in the “Companies with less than $300 million in market capitalisation” category at the Singapore Corporate Awards 2010;

Best Investor Relations Award (Gold) and Best Annual Report Award (Silver) in the “Companies with less than $300 million in market capitalisation” category at the Singapore Corporate Awards 2009;

Silver for Best Investor Relations Award – Small Market Capitalisation category at the Singapore Corporate Awards 2008;

Best Annual Report Award (Gold) for Sesdaq company at the Inaugural Singapore Corporate Awards 2006 for excellent standards of corporate disclosure; and

Second runner-up at 30th Annual Report Awards in the Sesdaq-listed companies category organised by the Institute of Certified Public Accountants of Singapore, Investment Management Association of Singapore, Securities Investors Directors, Singapore Exchange Limited and The Business Times in 2004.

SAFETY/ENVIRONMENT

2024

During the year, the Group received eight safety awards and attained the highest level in Eco-Office certification.

The Group won two awards from the Workplace Safety and Health (WSH) Council. One award was for OKPC, which received the WSH Performance Award 2024 (Silver). The other was won by wholly-owned subsidiary corporation Eng Lam Contractors Co (Pte) Ltd (EL) for the SHARP (Safety and Health Award Recognition for Projects) Award for commuter and road infrastructure works in Pasir Ris and Loyang (DE143).

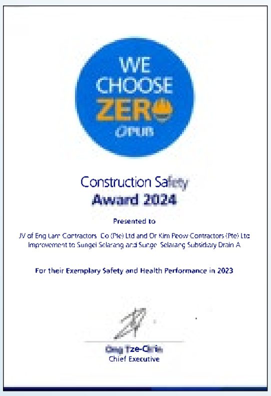
The British Safety Council presented the Group with two awards. These were – the International Safety Award 2024 (Distinction) presented to EL-OKP JV for improvement to Sungei Selarang and Sungei Selarang subsidiary drain A. The same award was given to EL for commuter and road infrastructure works in Pasir Ris and Loyang (DE143).

The Royal Society for the Prevention of Accidents (RoSPA) granted two Health & Safety Gold Awards to the Group. One was granted to EL-OKP JV for improvement to Sungei Selarang and Sungei Selarang subsidiary drain A. The second award was granted to EL for commuter and road infrastructure works in Pasir Ris and Loyang (DE143).

At the Land Transport Authority (LTA) Annual SHE Awards 2024, EL was awarded a Civil Maintenance Safety Merit Award (Maintenance/Upgrading Contract) for road maintenance contract for South East Sector (TR387). OKPC also won the Active Mobility Construction Safety Merit Award for the construction of Cycling Park Network (AM120).

The Public Utilities Board (PUB) Construction Safety Award 2024 was given to EL-OKP JV for improvement to Sungei Selarang and Sungei Selarang subsidiary drain A.

Since receiving the Eco-Office certification in 2022, the Group has achieved 4-Leaves, the highest level in the Eco-Office certification journey, which was awarded by the Singapore Environment Council (SEC).



2023

The Group received 12 safety awards during the year.

Three awards were received from the WSH Council – OKPC received a bizSAFE Enterprise Exemplary Award and EL was awarded a bizSAFE Tech Award for smart earth control measures (ECM) system. EL had also received the SHARP (Safety and Health Award Recognition for Projects) Award for commuter and road infrastructure works in Pasir Ris and Loyang (DE143).

Three awards were received from the LTA at its Annual Safety Award Convention 2023 – EL was awarded a Certificate of Merit for road maintenance contract for North East Sector project (TR310B) as well as an Accident-Free Recognition Award (Category 2) for DE143 and Environmental Sustainability Innovation Award for Smart ECM System at DE143. EL received a Special Mention award at the Construction Safety Award 2023 from Jurong Town Corporation for the construction of new infrastructure at Tukang Estate project.

The Group was granted two Royal Society for the Prevention of Accidents (RoSPA) Health & Safety Gold Awards. One was granted to EL for commuter and road infrastructure works in Pasir Ris and Loyang (DE143), and the other was granted to OKPC or Walk2Ride Programme (Mackenzie Road) project (ER443) by the British accident prevention organisation

The British Safety Council presented the Group with three awards. These were -- the International Safety Award 2023 (Distinction) to EL for DE143, International Safety Award 2023 (Distinction), and Best in Country Singapore; the latter two awards presented to OKPC for the Walk2Ride Programme (Mackenzie Road) project (ER443).

EL received a Special Mention award at the Construction Safety Award 2023 from the Jurong Town Corporation (JTC) for the construction of new infrastructure at Tukang Estate project.

2022

OKPC was granted a Royal Society for the Prevention of Accidents (RoSPA) Health & Safety Gold Award and EL was granted a RoSPA Health & Safety Silver Award by the British accident prevention organisation.

The British Safety Council's International Safety Awards 2022 presented the Group with two awards. The International Safety Award 2022 (Distinction) was presented to EL for DE143 and OKPC for the Walk2Ride Programme (Mackenzie Road) project (ER443).

OKPC achieved the Champion Award in the Eco-Office certification for two years for doing its part in environmental sustainability from the SEC.

OKPC and EL had been conferred the Building and Construction Authority (BCA) Green and Gracious Builder (Excellent) Award.

OKPC and EL had been certified as a bizSAFE Level Star till 25 August 2025 by the Workplace Safety and Health (WSH) Council.

EL received a Certificate of Commendation by the WSH Council for improvements to roadside drain Contract E5.

OKPC and EL received the British Safety Council's International Safety Awards 2022 (Distinction) for the Walk2Ride Programme (Mackenzie Road) project (ER443) and commuter and road infrastructure works in Pasir Ris and Loyang project (DE143) respectively.

2021

EL received a Special Mention award at the Construction Safety Award 2021 from the JTC for the construction of new infrastructure at Tukang Estate project.

EL received a Project Safety Recognition Award 2021 in recognition for exemplary safety performance from the PUB for two contracts – the drainage improvement to Sungei Tampines project; and improvement to roadside drains and watermain replacement works under the Estate Upgrading Programme Batch 9 – Contract 1 project.

2020

EL received a Project Safety Recognition Award 2020 Category 2 (Safety Enhancement Scheme) from the PUB for its safety record for proposed sewers in Lim Chu Kang Area (Contract 2) project.

EL received a Safety Recognition Award from the PUB for its safety record for the Deep Tunnel Sewerage System Phase 2 project.

OUR AWARDS AND ACCOLADES

2019

OKPC and EL had been conferred the BCA Green and Gracious Builder (Excellent) Award. OKPC had been certified as a bizSAFE Partner by the (WSH) Council.

EL had been certified as a bizSAFE Star by the WSH Council.

2016–2017

OKPC received a Safety Recognition Award twice – in 2017 and 2016 from Changi Airport Group. These awards were for its commitment in achieving Zero Safety Infringement for works at Seletar Airport.

OKPC received a Certificate of Recognition from the LTA at its Annual Safety Award 2016 for "Category 2 (Civil contracts not exceeding $120 million) for companies that have achieved above 400,000 accident-free man-hours worked for Contract ER458. It also received a Certificate of Participation for the "Major Category (Civil contracts between $20 million and $50 million)" for the same project – Contract ER458.

OKPC and EL had been conferred the BCA Green and Gracious Builder (Excellent) Award in 2016.

2015

OKPC received a Certificate of Recognition from the LTA at its Annual Safety Award 2015 for "Category 2 (Civil contracts not exceeding $120 million)" for companies that have achieved more than 250,000 accident-free manhours for Contract ER391. It also received a Certificate of Participation for the "Major Category (Civil contracts between $20 million and $50 million)" for the same project – Contract ER391.

OKPC and EL had been conferred the BCA Green and Gracious Builder (Merit) Award.

EL was the winner of 2015 PUB Safety Achievement Award (Construction).

2014

OKPC received a Certificate of Recognition from the LTA at its Annual Safety Award 2014 for "Category 2 (Civil contracts not exceeding $120 million)" for companies that have achieved more than 250,000 accident-free manhours for Contract ER368. It also received a Certificate of Participation for the "Major Category (Civil contracts between $20 million and $50 million)" for the same project – Contract ER368.

OKPC received a Certificate of Recognition from the LTA at its Annual Safety Award 2014 for "Category 2 (Civil contracts not exceeding $120 million)" for companies that have achieved more than 250,000 accident-free manhours for Contract ER391 project.

2013

OKPC received two Certificates of Recognition from the LTA at its Annual Safety Award 2013. Both awards are in the "Category 2 (Civil contracts not exceeding $120 million with more than 250,000 accident-free man-hours)" — one for Contract ER368 project and the other for Contract ER391 project.

OKPC received a Certificate of Merit from the LTA at its Construction Environmental Award 2013. The award is in the "Major Category (Civil contracts between $20 million and $50 million)" for Contract ER201 project.

2012

OKPC received a Certificate of Merit from the LTA at its Annual Safety Award 2012. The award is in the "Major Category (Civil contracts between $20 million and $50 million)" for Contract ER368. It also received a Certificate of Recognition in the "Category 2 (Civil contracts not exceeding $120 million with more than 250,000 accident-free manhours)" for the same project – Contract ER368.

OKPC had been conferred the BCA Green and Gracious Builder (Excellent) Award.

EL had been conferred the BCA Green and Gracious Builder (Merit) Award.

2011

OKPC received a Certificate of Recognition from the LTA at its Annual Safety Award 2011 for the "Category 2 (Civil contracts less than $120 million)" for companies that have achieved more than 250,000 accident-free man-hours for Contract ER288 project.

2010

OKPC received a Certificate of Excellence from the LTA at its Annual Safety Award 2010. The award in the "Major Category (Civil contracts between $20 million and $50 million)" was in recognition of the company's outstanding performance in occupational safety and health management for Contract ER194 project.

2009

OKPC received a Certificate of Excellence by the LTA at its Annual Safety Award 2009. The award in the "Minor Category (Civil contracts less than $20 million)" was in recognition of the company's outstanding performance in occupational safety and health management for Contract ER213 project.

2006

EL was the winner of the Housing & Development Board Safety Award 2006 for construction of roads at Yishun Street 31 (between Yishun Ring Road and Yishun Avenue 6).

OKPC received a Certificate of Merit from the LTA at its Annual Safety Award 2006 for the "Major Category" for Contract PE100 project.

DEFENCE

2016

OKPC received the NS Advocate Award (SMEs) at Total Defence Awards 2016 in recognition of its support and contribution to Total Defence.

2012–2013

OKPC received the Meritorious Defence Partner Award at the Total Defence Awards 2013 in recognition of its support and contribution to Total Defence.

EL was presented the Meritorious Defence Partner Award at the Total Defence Awards 2012 in recognition of its support and contribution to Total Defence.

2008–2009

OKPC received the Meritorious Defence Partner Award at the Total Defence Awards 2009 in recognition of its support and contribution to Total Defence.

EL received the Meritorious Defence Partner Award at the Total Defence Awards 2008 in recognition of its support and contribution to Total Defence.

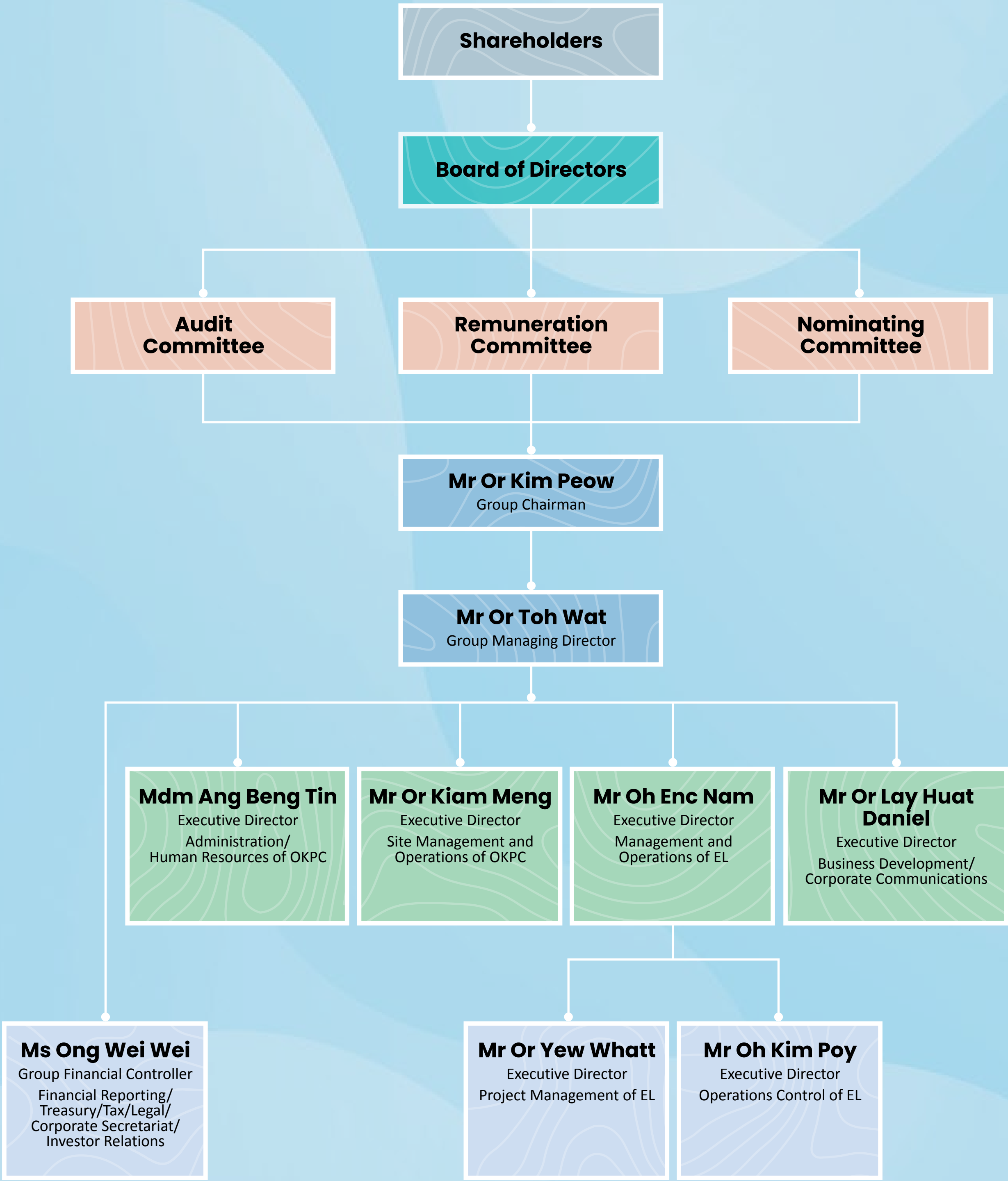
PROPERTY

2019

Associated company Chong Kuo Development Pte Ltd won three awards, namely the Boutique Condo Interior Design (Winner), Best Boutique Development High Density (Highly Commended), Best Boutique Condo Architectural Design (Highly Commended), for The Essence at Property Guru Asia Property Awards Singapore 2019.

Our Business

OUR ORGANISATION CHART



OUR BOARD OF DIRECTORS

Mr Or Kim Peow
Group Chairman

Date of first appointment as a director:
15 February 2002

Date of last re-appointment as director:
24 April 2023

Mr Or Toh Wat
Group Managing Director

Date of first appointment as a director:
15 February 2002

Date of last re-appointment as director:
23 April 2024

Mdm Ang Beng Tin
Executive Director

Date of first appointment as a director:
20 March 2002

Date of last re-appointment as director:
23 April 2024

Mr Or Kiam Meng
Executive Director

Date of first appointment as a director:
20 March 2002

Date of last re-appointment as director:
24 April 2023

Mr Oh Enc Nam
Executive Director

Date of first appointment as a director:
20 March 2002

Date of last re-appointment as director:
25 April 2022

Mr Or Lay Huat Daniel
Executive Director

Date of first appointment as a director:
1 August 2006

Date of last re-appointment as director:
25 April 2022

Mr Choy Wei Hsien Mark
Lead Independent Director
Chairman, Remuneration Committee
Member, Audit Committee and
Nominating Committee

Date of first appointment as a lead independent director: **23 April 2024**

Mr Tay Peng Huat
Independent Director
Chairman, Audit Committee
Member, Nominating Committee and
Remuneration Committee

Date of first appointment as a director:
23 April 2024

Dr Ting Seng Kiong
Independent Director
Chairman, Nominating Committee
Member, Audit Committee and
Remuneration Committee

Date of first appointment as a director:
15 March 2024

Date of last re-appointment as director:
23 April 2024

Mr Or Kim Peow
Group Chairman

Mr Or Kim Peow is the founder of the Group. With more than 65 years of experience in the infrastructure and civil engineering business, he is responsible for overseeing the overall management and strategic development of the Group.

He founded the Group 58 years ago and was instrumental in growing and steering it through major milestones in its history.

Mr Or continues to be active, playing an advisory role in the Group's strategic development and planning.

Present directorships in other listed companies: Nil
Past directorships held over the preceding three years in other listed companies: Nil

Mr Or Toh Wat
Group Managing Director

Mr Or Toh Wat has more than 33 years of experience in the construction industry. He is responsible for setting the Group's corporate directions and strategies, and overseeing the management and business development of the Group.

He holds a Diploma in Mechanical Engineering from Ngee Ann Polytechnic and a Bachelor of Applied Science (Construction Management) with Honours degree from the Royal Melbourne Institute of Technology.

Mr Or is the son of Mr Or Kim Peow, who is the Group Chairman.

Present directorships in other listed companies: Nil
Past directorships held over the preceding three years in other listed companies: Nil

Mdm Ang Beng Tin
Executive Director

Joining the Group in 1979, Mdm Ang Beng Tin has more than 50 years of experience in administration and human resources. She is responsible for managing employee relations, benefit programmes and insurance claims at Or Kim Peow Contractors (Pte) Ltd, one of the Group's principal subsidiary corporations.

Mdm Ang holds GCE 'O' level qualifications.

She is the wife of Mr Or Kim Peow, who is the Group Chairman.

Present directorships in other listed companies: Nil
Past directorships held over the preceding three years in other listed companies: Nil

Mr Or Kiam Meng
Executive Director

Joining the Group in 1985, Mr Or Kiam Meng has more than 39 years of experience in the construction industry. He oversees the daily site management and operations of Or Kim Peow Contractors (Pte) Ltd, one of the Group's principal subsidiary corporations.

He holds a Diploma in Building and a Certificate in Occupational Safety & Health from Singapore Polytechnic.

Mr Or is the son of Mr Or Kim Peow, who is the Group Chairman.

Present directorships in other listed companies: Nil
Past directorships held over the preceding three years in other listed companies: Nil

Mr Oh Enc Nam
Executive Director

Joining the Group in 1978, Mr Oh Enc Nam has more than 46 years of experience in the construction industry. He is responsible for the day-to-day management and overall operations of Eng Lam Contractors Co (Pte) Ltd, one of the Group's principal subsidiary corporations.

Mr Oh holds GCE 'A' level qualifications.

He is the nephew of Mr Or Kim Peow, who is the Group Chairman.

Present directorships in other listed companies: Nil
Past directorships held over the preceding three years in other listed companies: Nil

Mr Or Lay Huat Daniel
Executive Director

Joining the Group in 2006, Mr Or Lay Huat Daniel has more than 21 years of experience in the construction industry. He is responsible for business development, project management and corporate communications of the Group.

Mr Or holds a Bachelor of Commerce degree majoring in Corporate Finance from the University of Western Australia, Perth. He is a member of the Singapore Institute of Directors.

He is the son of Mr Or Kim Peow, who is the Group Chairman.

Present directorships in other listed companies: Nil
Past directorships held over the preceding three years in other listed companies: Nil

Mr Choy Wei Hsien Mark

Lead Independent Director
Chairman, Remuneration Committee
Member, Audit Committee and Nominating Committee

Mr Choy Wei Hsien Mark is currently a Partner of WongPartnership LLP, a Singapore law firm, and is the Co-Head of the firm's Private Equity and Special Situations Advisory. He is also a Partner in the Mergers & Acquisitions, Indonesia and Middle East Practices. He specialises in mergers and acquisitions, corporate finance and general corporate and commercial work. Mr Choy has extensive experience in advising both listed and private companies across a range of industries on local and cross-border mergers and acquisitions. He has been in legal practice in Singapore since 1999.

Mr Choy graduated from University of Nottingham with LLB (Hons) in 1997 and is admitted to the Singapore Bar.

Present directorships in other listed companies: Nil
Past directorships held over the preceding three years in other listed companies: Nil

Mr Tay Peng Huat

Independent Director
Chairman, Audit Committee
Member, Nominating Committee and Remuneration Committee

Mr Tay Peng Huat has over 35 years of experience in finance and accounting. He was the Chief Financial Officer of Jumbo Group Limited, a company listed on the Catalist Board of the SGX-ST, from 2014 to 2023, and subsequently, served as its Senior Advisor, CEO Office, until September 2024.

He began his career with Ernst & Young Singapore in 1988 and was an audit manager when he left in 1996 to venture into corporate finance. From 1996 to 2000, he served as the Group Financial Controller of Electronic Resources Limited. Between 2000 and 2013, he held senior leadership positions in various listed and private organisations, including Deputy General Manager and Chief Financial Officer of p3.com Pte Ltd (a subsidiary of Pan Pacific Public Company Ltd); Chief Financial Officer of Ezyhealth Asia Pacific Ltd (now known as Wilmar International Limited), a company listed on the Mainboard of the SGX-ST; Finance Director of Synnex Information Technologies Inc. for its Asia Pacific operations; and Chief Financial Officer of Beyonics Technology Limited, a company previously listed on the Mainboard of the SGX-ST.

Mr Tay is a Fellow of the Institute of Singapore Chartered Accountants, and a Senior Accredited Director of the Singapore Institute of Directors. He graduated with a Bachelor of Accountancy degree from the National University of Singapore in 1988.

Present directorships in other listed companies: Nil
Past directorships held over the preceding three years in other listed companies: Nil

Dr Ting Seng Kiong

Independent Director
Chairman, Nominating Committee
Member, Audit Committee and Remuneration Committee

Dr Ting Seng Kiong has been a registered professional engineer in Singapore since 1995 and has been involved in numerous structural and geotechnical consultancies. He was a faculty at the National University of Singapore (NUS) from 1980 to 1992. He left academia for the private sector in 1992, and worked at Jurong Environmental Engineering Pte Ltd and Econ Piling Pte Ltd. Dr Ting rejoined academia in 1996 as a faculty at the Nanyang Technological University (NTU). He left NTU to be the founding Provost and Deputy President of the Singapore Institute of Technology from 2009 to 2015. He returned to NTU and was a professor there till 2021. He is a fellow of the Society of Project Managers Singapore, the Academy of Engineering Singapore and the ASEAN Academy of Engineering and Technology.

He graduated with First Class Honours in Civil Engineering from Monash University, Australia under the President's and Colombo Plan scholarships. Besides a Master of Engineering from the NUS, he also obtained his Master of Science in Civil Engineering and Doctor of Science in Structural Engineering from Massachusetts Institute of Technology, USA.

Present directorships in other listed companies: Nil
Past directorships held over the preceding three years in other listed companies: Nil

Our Business

OUR KEY MANAGEMENT

Ms Ong Wei Wei

Group Financial Controller

OKP Holdings Limited

Ms Ong Wei Wei joined OKP Holdings Limited in 2002. She oversees the Group's finance and corporate functions, covering financial reporting, treasury, tax, corporate secretarial duties and investor relations. Before joining the Group, she was a corporate advisory manager with an accounting firm.

She is a Fellow of the Institute of Singapore Chartered Accountants and Association of Chartered Certified Accountants (United Kingdom). She is also a member of the Institute of Internal Auditors, Inc. (Singapore Chapter) and an associate member of the Singapore Institute of Directors.

Ms Ong was conferred the Best Chief Financial Officer Award at the Singapore Corporate Awards 2012 under the category for companies with less than $300 million in market capitalisation.

Mr Or Yew Whatt

Executive Director

Eng Lam Contractors Co (Pte) Ltd

Mr Or Yew Whatt joined the Group in 1989. He is currently the Project Director of Eng Lam Contractors Co (Pte) Ltd, one of the Group's principal subsidiary corporations. He is responsible for the supervision of projects and resolution of site issues and is involved in the project tender process. He has more than 34 years of experience in the construction industry.

He holds a Certificate in Pavement Construction and Maintenance from the Building and Construction Authority.

Mr Or is the nephew of Mr Or Kim Peow, who is the Group Chairman. He is the brother of Mr Oh Enc Nam, who is one of the Executive Directors of the Company.

Mr Oh Kim Poy

Executive Director

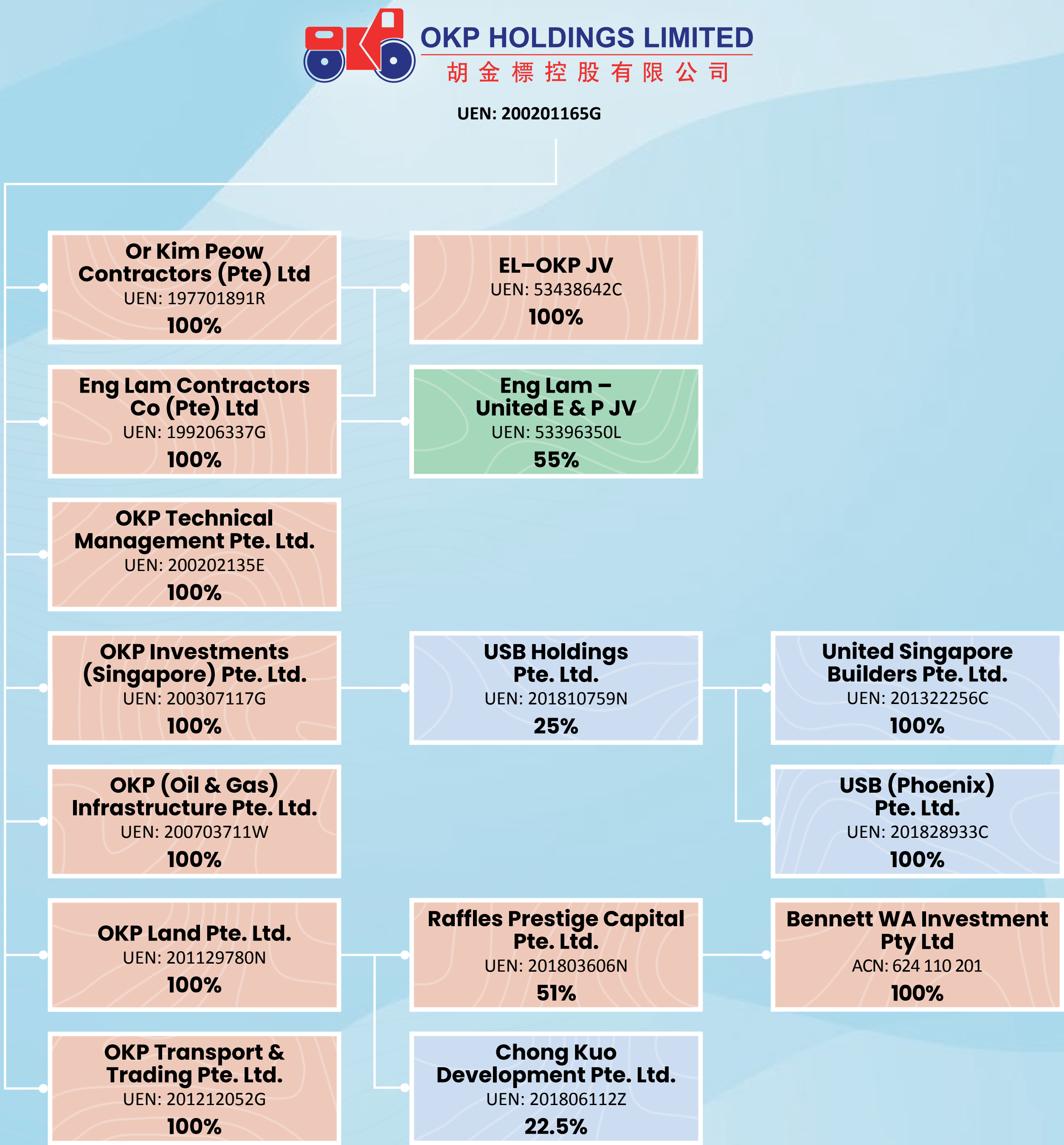
Eng Lam Contractors Co (Pte) Ltd

Mr Oh Kim Poy joined the Group in 1977. He is currently the Operations Director of Eng Lam Contractors Co (Pte) Ltd, one of the Group's principal subsidiary corporations. He is responsible for supervising and monitoring of projects.

He has more than 50 years of experience in the construction industry.

Mr Oh is the brother of Mr Or Kim Peow, who is the Group Chairman

OUR GROUP STRUCTURE



Subsidiary Corporations
Associated Companies
Unincorporated Joint Ventures

Our Business

OUR CORPORATE INFORMATION

BOARD OF DIRECTORS

Group Chairman
Mr Or Kim Peow

Group Managing Director
Mr Or Toh Wat

Executive Directors
Mdm Ang Beng Tin
Mr Or Kiam Meng
Mr Oh Enc Nam
Mr Or Lay Huat Daniel

Lead Independent Director
Mr Choy Wei Hsien Mark

Independent Directors
Mr Tay Peng Huat
Dr Ting Seng Kiong

AUDIT COMMITTEE

Chairman
Mr Tay Peng Huat

Members
Mr Choy Wei Hsien Mark
Dr Ting Seng Kiong

NOMINATING COMMITTEE

Chairman
Dr Ting Seng Kiong

Members
Mr Choy Wei Hsien Mark
Mr Tay Peng Huat

REMUNERATION COMMITTEE

Chairman
Mr Choy Wei Hsien Mark

Members
Mr Tay Peng Huat
Dr Ting Seng Kiong

COMPANY SECRETARY
Mr Vincent Lim, LLB (Hons)

REGISTERED OFFICE
UEN: 200201165G
30 Tagore Lane Singapore 787484
T : (65) 6456 7667
F : (65) 6459 4316
W : www.okph.com

DATE OF INCORPORATION
15 February 2002

SHARE REGISTRAR

Boardroom Corporate & Advisory Services Pte. Ltd.
1 Harbourfront Avenue
#14-03/07 Keppel Bay Tower
Singapore 098632
T : (65) 6536 5355
F : (65) 6536 1360

SHARE LISTING
OKP was listed on the Singapore Exchange Dealing and Automated Quotation System (Sesdaq), now renamed Catalist, on 26 July 2002. Its listing was upgraded from the Catalist to the SGX Mainboard with effect from 25 July 2008.

INDEPENDENT AUDITOR

CLA Global TS Public Accounting Corporation
80 Robinson Road
#25-00 Singapore 068898
T : (65) 6534 5700
F : (65) 6534 5766
Director-in-charge
Mr Teh Yeu Horng
Financial year appointed
31 December 2022

INTERNAL AUDITOR

HLS Risk Advisory Services Pte Ltd
331 North Bridge Road
#12-03 Odeon Towers
Singapore 188720
T : (65) 6423 9969
F : (65) 6423 9979

PRINCIPAL BANKERS

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63 Chulia Street
#06-00 OCBC Centre East
Singapore 049514
T : (65) 6530 6890
F : (65) 6532 2359

Malayan Banking Berhad
2 Battery Road
#21-00 Maybank Tower
Singapore 049907
T : (65) 6714 6074
F : (65) 6438 5686

DBS Bank Ltd
12 Marina Boulevard, #43-03
Marina Bay Financial Centre Tower 3
Singapore 018982
T : (65) 6878 8704
F : (65) 6534 4080

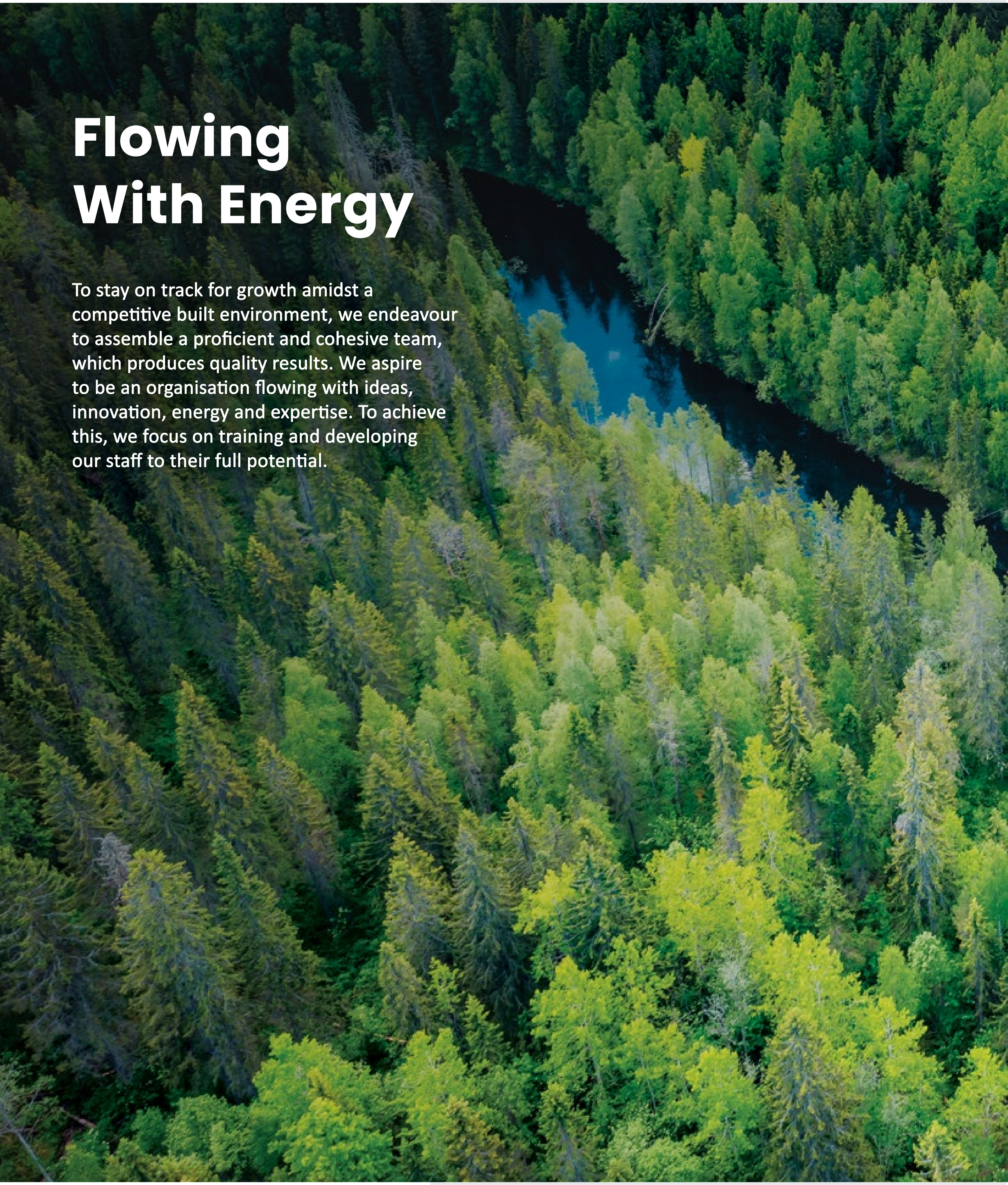
HL Bank
1 Wallich Street
#29-01 Guoco Tower
Singapore 78881
T : (65) 6349 8266
F : (65) 6438 9776

INVESTOR RELATIONS
For enquiries, please contact the Investor Relations Department at:
T : (65) 6456 7667
F : (65) 6459 4316
E : okpir@okph.com

SUSTAINABILITY
For enquiries, please contact the CSR Department at:
T : (65) 6456 7667
F : (65) 6459 4316
E : okp-csr@okph.com

DATA PROTECTION
For enquiries, please contact the Data Protection Officer at:
T : (65) 6456 7667
F : (65) 6459 4316
E : okp-dpo@okph.com

STOCK DATA
Stock Code
Bloomberg: OKP SP EQUITY
Reuters: OKPH.SI
SGX: 5CF
ISIN Code: SG1M55904841
SGX Sector Classification:
Construction



Flowing With Energy

To stay on track for growth amidst a competitive built environment, we endeavour to assemble a proficient and cohesive team, which produces quality results. We aspire to be an organisation flowing with ideas, innovation, energy and expertise. To achieve this, we focus on training and developing our staff to their full potential.

FIVE-YEAR FINANCIAL HIGHLIGHTS

	2024 $'000	2023 $'000	2022 $'000	2021 $'000	2020 $'000
FOR THE YEAR					
Revenue - Construction	113,953	102,409	81,920	56,560	46,065
Revenue - Maintenance	61,736	51,604	29,456	26,405	17,244
Revenue - Rental income	6,063	6,379	6,270	7,070	6,318
Total revenue	181,752	160,392	117,646	90,035	69,627
Revenue - Construction (% of total revenue)	62.7%	63.8%	69.7%	62.8%	66.2%
Revenue - Maintenance (% of total revenue)	34.0%	32.2%	25.0%	29.3%	24.7%
Revenue - Rental income (% of total revenue)	3.3%	4.0%	5.3%	7.9%	9.1%
Gross profit	58,181	24,721	10,818	6,793	7,376
Gross profit (%)	32.0%	15.4%	9.2%	7.5%	10.6%
Earnings Before Interest, Taxation, Depreciation and Amortisation (EBITDA)	46,244	58,301	6,756	9,890	9,805
EBITDA margin (%)	25.4%	36.3%	5.7%	11.0%	14.1%
Finance expense	2,049	2,065	1,569	1,138	1,163
Depreciation of property, plant and equipment	6,136	5,098	4,629	4,278	4,179
Amortisation of intangible assets	2	16	18	26	30
Profit before income tax	38,057	51,122	540	4,448	4,433
Profit before income tax (%)	20.9%	31.9%	0.5%	4.9%	6.4%
Net profit	32,770	47,449	164	4,235	3,955
Net profit (%)	18.0%	29.6%	0.1%	4.7%	5.7%
Profit after income tax and non-controlling interests (PATMI)	33,705	44,619	(1,019)	1,515	3,293
PATMI Margin (%)	18.5%	27.8%	(0.9%)	1.7%	4.7%
AT YEAR END					
Current assets	173,871	123,125	69,476	76,325	103,065
Total assets	308,962	259,476	204,901	203,134	197,079
Current liabilities	75,515	55,139	44,174	37,321	38,549
Total liabilities	105,894	90,013	81,187	77,862	59,026
Total debt (ie bank borrowings & lease liabilities)	30,183	31,991	36,711	40,424	31,601
Shareholders' equity	186,594	161,715	118,759	121,708	122,144
Total equity	203,068	169,463	123,714	125,272	123,183
Operating cashflow	58,328	75,250	(6,557)	(5,992)	18,694
Cash and cash equivalents	130,775	87,639	25,970	51,031	79,097
Net tangible assets	201,380	167,773	122,008	123,547	121,432
Net order book	600,670	518,591	358,182	329,258	254,027
Net order book - Construction	438,510	383,423	301,693	280,237	186,802
Net order book - Maintenance	162,160	135,168	56,489	49,021	67,225
Net order book - Total	600,670	518,591	358,182	329,258	254,027
Net order book - Construction (%)	73.0%	73.9%	84.2%	85.1%	73.5%
Net order book - Maintenance (%)	27.0%	26.1%	15.8%	14.9%	26.5%
Number of shares (excluding treasury shares) ('000)	306,961	306,961	306,961	306,961	306,961
Adjusted weighted average number of ordinary shares					
- Basic ('000)	306,961	306,961	306,961	306,961	307,468
- Fully diluted ('000)	306,961	306,961	306,961	306,961	307,468
Share price at year end (cents)	32.50	21.50	15.50	19.50	17.80
Market capitalisation as at 31 December	99,762	65,997	47,579	59,857	54,639
Capital expenditure	8,885	7,308	8,638	7,198	12,495

	2024	2023	2022	2021	2020
FINANCIAL RATIOS					
Profitability					
Revenue growth (%)	13.3%	36.3%	30.7%	29.3%	(14.5%)
PATMI growth (%)	(24.5%)	4,478.7%	(167.3%)	(54.0%)	971.2%
Return on assets (%) (PATMI/Total assets)	10.9%	17.2%	(0.5%)	0.7%	1.7%
Return on equity (%) (PATMI/Ave shareholders equity)	19.4%	31.8%	(0.8%)	1.2%	2.7%
Liquidity					
Current ratio (times)	2.3	2.2	1.6	2.0	2.7
Cash as per share (cents)	42.6	28.6	8.5	16.6	25.8
Net tangible assets per share (cents)	65.6	54.7	39.7	40.2	39.6
Leverage					
Total debt to equity ratio (times) (Total debt/Total equity)	0.1	0.2	0.3	0.3	0.3
Interest cover (times) (EBITDA/Finance expense)	22.6	28.2	4.3	8.7	8.4
Investors' Ratios					
Earnings per share (cents)					
- Basic	10.98	14.54	(0.33)	0.49	1.1
- Fully diluted	10.98	14.54	(0.33)	0.49	1.1
Gross dividend per share (cents) - ordinary	1.0	1.2	0.7	0.7	0.7
Gross dividend per share (cents) - special	1.5	0.8	0.0	0.0	0.0
Total gross dividend per share (cents) (DPS)	2.5	2.0	0.7	0.7	0.7
Gross dividend yield (%) based on year end share price	7.7%	9.3%	4.5%	3.6%	3.9%
Gross dividend payout (%) (DPS/Basic EPS)	22.8%	13.8%	(212.1%)	142.9%	65.4%
Productivity					
Number of employees	960	871	861	812	788
Revenue/employee ($'000)	189.3	184.1	136.6	110.9	88.4

Commuter infrastructure enhancement at linkway at Siglap MRT is an ongoing OKP's construction project.

OKP is involved in the improvement to roadside drains at Eng Kong Place.

OUR OPERATING AND FINANCIAL REVIEW

BUSINESS REVIEW

I. CONSTRUCTION

Completed Construction Projects

During the year under review, the Group completed one construction project, which was secured in December 2021.

Ongoing Construction Projects

In 2024, we continued to execute 12 ongoing construction projects, which had been secured since February 2015. We won two projects which were awarded by the Land Transport Authority (LTA). These new construction projects were for the construction of Cycling Park Network (Central), which was secured in February 2024, and for the construction of Cycling Park Network (West), which was secured in April 2024.

The construction segment remained the main revenue driver for the Group, accounting for 62.7 per cent or $114.0 million of the total revenue in FY2024.

List of Completed Construction Project

No.	Description of completed construction project	Date of Commencement	Date of Completion	Contract Value ($)
1.	Improvement to Benoi Road outlet drain (1210458)	December 2021	December 2024	39,878,000

Improvement to Benoi Road outlet drains has been completed.

List of Ongoing Construction Projects

No.	Description of ongoing construction projects	Date of Commencement	Estimated Date of Completion	Contract Value ($)
1.	Walk2Ride Programme (ER442)	February 2015	April 2025 (extended)	48,900,000 (revised)
2.	Walk2Ride Programme (ER443)	February 2015	April 2025 (extended)	32,500,000 (revised)
3.	Construction of covered linkways to Thomson East Coast Line (TEL) Stage 1,2 and 3 Stations (T2188)	September 2018	December 2025 (extended)	36,870,180
4.	Construction of link sewers for the Deep Tunnel Sewerage System phase 2 project-schedule III contract 1 (Jalan Buroh/Tanjong Kling Road) (DTSS2/1180524)	January 2019	December 2025 (extended)	27,686,000
5.	Proposed construction of new infrastructure at Tukang Estate (C190079T00)	October 2019	June 2025 (extended)	18,327,000
6.	Commuter and road infrastructure works in Pasir Ris and Loyang (DE143)	December 2019	June 2025 (extended)	82,700,000
7.	Improvement to Sungei Selarang and Sungei Selarang subsidiary drain A (1210348)	September 2021	March 2025 (extended)	49,627,000
8.	Construction of link sewers for Deep Tunnel Sewerage System phase 2 project – schedule I – contract 2 (Commonwealth Avenue West/ Clementi Avenue 2/ University Flyover) (balance works) (DTSS2/1210357)	September 2021	June 2025	57,203,000
9.	Commuter Infrastructure Enhancement (DE177)	October 2022	October 2027 (extended)	100,297,000
10.	Construction of Cycling Park Network (AM120)	August 2023	August 2025 (extended)	188,270,000
11.	Construction of Cycling Park Network (Central) (AM201)	February 2024	August 2025	78,270,000
12.	Construction of Cycling Park Network (West) (AM202)	April 2024	October 2025	92,888,000

OKP is undertaking the improvement to Sungei Selarang and Sungei Selarang subsidiary drain A project.

OUR OPERATING AND FINANCIAL REVIEW

Improvement to roadside drains at Jalan Teliti, Toh Tuck Road, Jalan Senang, Pasir Panjang Hill and Enterprise Road is an ongoing OKP's maintenance project.

Construction of Cycling Path Network West at Clementi Avenue is an OKP's newly awarded project.

II. MAINTENANCE

Completed Maintenance Projects

No maintenance project was completed during the year under review.

Besides providing a steady and recurring income stream for OKP, our maintenance segment remains a cornerstone of the services provided to our clients. This segment contributed $61.7 million, which constituted 34.0 per cent of OKP's total revenue, in FY2024.

Ongoing Maintenance Projects

In 2024, we secured three maintenance projects. One project was awarded by the Public Utilities Board while two projects were awarded by the LTA. These three new contracts awarded during the year are: Upgrading of road signs; footpath renewal; and improvement to old roadside drains in batch 10 of the Estate Upgrading Programme – contract 6 (Cheng San – Sunrise & Cactus Estates).

We continued to execute eight ongoing maintenance projects, including the three newly secured contracts.

List of Ongoing Maintenance Projects

No.	Description of ongoing maintenance projects	Date of Commencement	Estimated Date of Completion	Contract Value ($)
1.	Term contract for road- related facilities, road structures and road safety schemes for East Sector (TR332A)	May 2020	March 2025 (extended)	31,587,000
2.	Road maintenance contract for South East Sector (TR387)	February 2023	February 2026	95,880,000
3.	Improvement to roadside drains VI – contract B1 (Jalan Teliti, Toh Tuck Road, Jalan Senang, Pasir Panjang Hill and Enterprise Road) (1230351)	October 2023	September 2026	11,733,000
4.	Term contract for road- related facilities, road structures and road safety schemes for West Sector (RM201B)	October 2023	April 2025	12,666,000
5.	Improvement to roadside drains VI -contract A3 (Eng Kong Place, Neram Crescent and Tai Seng Drive areas) (1230469)	January 2024	September 2026	13,953,000
6.	Upgrading of road signs (RM202)	February 2024	May 2027	23,853,000
7.	Footpath renewal (TR401)	January 2024	January 2027	44,452,000
8.	Improvement to old roadside drains in batch 10 of the Estate Upgrading Programme – contract 6 (Cheng San – Sunrise & Cactus Estates) (1240107)	March 2024	September 2026	17,733,000

OKP is involved in the term contract for road-related facilities, road structures and road safety schemes for East Sector at Choa Chu Kang Terrace.

OKP is involved in the upgrading of road signs.

III. RENTAL INCOME

Rental income contributed $6.1 million or 3.3 per cent of our Group's total revenue for FY2024, down from $6.4 million in the previous year.

The 5.0 per cent drop in rental income was mainly attributed to the lower rental income generated by the property located at 6-8 Bennett Street, East Perth, Western Australia as a tenant had vacated some units in the second half of FY2024.

Conference room at the office complex at 6-8 Bennett Street.

Exterior view of 6-8 Bennett Street in East Perth, Western Australia.

OUR OPERATING AND FINANCIAL REVIEW

FINANCIAL REVIEW

Income Statement

	FY2024 $'000	FY2023 $'000	Change $'000	Change
Revenue				
- Construction	113,953	102,409	11,544	11.3%
- Maintenance	61,736	51,604	10,132	19.6%
- Rental income	6,063	6,379	(316)	(5.0%)
Total revenue	181,752	160,392	21,360	13.3%
Cost of sales	(123,571)	(135,671)	12,100	(8.9%)
Gross profit	**58,181**	**24,721**	**33,460**	**135.4%**
Gross profit margin	32.0%	15.4%		
Other (losses)/gains, net	(506)	46,935	(47,441)	(101.1%)
Expenses				
- Administrative	(17,791)	(18,674)	883	(4.7%)
- Finance	(2,049)	(2,065)	16	(0.8%)
Share of results of associated companies and joint ventures (net of tax)	222	205	17	8.3%
Profit before income tax	**38,057**	**51,122**	**(13,065)**	**(25.6%)**
Income tax expense	(5,287)	(3,673)	(1,614)	43.9%
Net profit	**32,770**	**47,449**	**(14,679)**	**(30.9%)**
Net profit margin	18.0%	29.6%		
Profit attributable to:				
Equity holders of the Company	33,705	44,619	(10,914)	(24.5%)
Non-controlling interests	(935)	2,830	(3,765)	(133.0%)
	32,770	**47,449**	**(14,679)**	**(30.9%)**

Balance Sheet

	FY2024 $'000	FY2023 $'000	Change $'000	Change
Current assets				
- Cash and cash equivalents	130,775	87,639	43,136	49.2%
- Trade and other receivables	18,637	7,189	11,448	159.2%
- Contract assets	23,226	27,303	(4,077)	(14.9%)
- Inventories	1,233	994	239	24.0%
	173,871	123,125	50,746	41.2%
Non-current assets				
- Investments in joint ventures	80	78	2	2.6%
- Investments in associated companies	5,467	2,003	3,464	172.9%
- Investment properties	79,015	83,232	(4,217)	(5.1%)
- Other receivables	3,075	6,604	(3,529)	(53.4%)
- Property, plant and equipment	41,530	39,616	1,914	4.8%
- Intangible assets	1,688	1,690	(2)	(0.1%)
- Other investments at amortised cost	2,005	2,006	(1)	n.m.
- Deferred income tax assets	2,231	1,122	1,109	98.8%
	135,091	136,351	(1,260)	(0.9%)
Total assets	**308,962**	**259,476**	**49,486**	**19.1%**
Current liabilities				
- Trade and other payables	39,011	39,748	(737)	(1.9%)
- Contract liabilities	18,024	-	18,024	100%
- Borrowings	12,024	12,295	(271)	(2.2%)
- Current income tax liabilities	6,456	3,095	3,361	108.6%
	75,515	55,138	20,377	37.0%
Non-current liabilities				
- Trade and other payables	9,981	13,304	(3,323)	(25.0%)
- Borrowings	18,158	19,696	(1,538)	(7.8%)
- Deferred income tax liabilities	2,240	1,875	365	19.5%
	30,379	34,875	(4,496)	(12.9%)
Total liabilities	**105,894**	**90,013**	**15,881**	**17.6%**
Net assets	**203,068**	**169,463**	**33,605**	**19.8%**
Total shareholders' equity	186,594	161,715	24,879	15.4%
Non-controlling interests	16,474	7,748	8,726	112.6%
Total Equity	**203,068**	**169,463**	**33,605**	**19.8%**

n.m. :not meaningful

OUR OPERATING AND FINANCIAL REVIEW

INCOME STATEMENT

Revenue

	Group					
	Financial Year ended 31 December					
	2024		2023		Increase/(Decrease)	
	$'000	%	$'000	%	$'000	%
Construction	113,953	62.7	102,409	63.8	11,544	11.3
Maintenance	61,736	34.0	51,604	32.2	10,132	19.6
Rental income	6,063	3.3	6,379	4.0	(316)	(5.0)
Total Revenue	**181,752**	**100.0**	**160,392**	**100.0**	**21,360**	**13.3**

Our Group reported a 13.3% or $21.4 million increase in revenue to $181.8 million during the financial year ended 31 December 2024 ("FY2024"), compared to $160.4 million recorded in the preceding financial year ended 31 December 2023 ("FY2023"). The increase was primarily due to a 11.3% increase in revenue from the construction segment, reaching $114.0 million, alongside a 19.6% rise in revenue from the maintenance segment, totalling $61.7 million. However, there was a slight decrease of 5.0% in rental income.

Both the construction and maintenance segments exhibited positive revenue growth in FY2024 as compared to FY2023. It was mainly attributable to a higher percentage of revenue recognised from various ongoing and newly awarded construction and maintenance projects as they progressed to a more active phase in FY2024.

The decrease in rental income was mainly from the decrease in rental income generated by the property located at 6-8 Bennett Street, East Perth, Western Australia as a tenant had vacated some units during the second half of FY2024.

The construction and maintenance segments remain the major revenue drivers for our Group. On a segmental basis, construction, maintenance and rental income contributed 62.7% (FY2023: 63.8%), 34.0% (FY2023: 32.2%) and 3.3% (FY2023: 4.0%) respectively to our Group's revenue for FY2024.

Cost of sales

	Group			
	Financial Year ended 31 December			
	2024	2023	Decrease	
	$'000	$'000	$'000	%
Construction Maintenance	121,447	133,319	(11,872)	(8.9)
Rental income	2,124	2,352	(228)	(9.7)
Total cost of sales	**123,571**	**135,671**	**(12,100)**	**(8.9)**

Our cost of sales decreased by 8.9%, translating to a $12.1 million decrease from $135.7 million in FY2023 to $123.6 million in FY2024. The decrease in cost of sales was attributed mainly to:

(a) a decrease in sub-contracting costs, predominantly comprising costs related to premix works, signages, asphalt works, mechanical and electrical works, soil testing, landscaping and metalworks, typically outsourced to external parties; and
(b) a decrease in the cost of construction materials due to lower utilisation of materials,

which were partially offset by:

(c) an increase in labour cost due to increased headcount and a higher provision for bonus;
(d) an increase in consultancy fee; and
(e) an increase in overheads, particularly depreciation and hiring costs associated with the rental of additional heavy equipment and machineries to support ongoing and newly awarded projects,

during FY2024.

Gross profit and gross profit margin

	Group					
	Financial Year ended 31 December					
	2024		2023		Increase/(Decrease)	
	$'000	Gross Profit Margin (%)	$'000	Gross Profit Margin (%)	$'000	%
Construction Maintenance	54,242	30.9	20,694	13.4	33,548	162.1
Rental income	3,939	65.0	4,027	63.1	(88)	(2.2)
Total gross profit	**58,181**	**32.0**	**24,721**	**15.4**	**33,460**	**135.4**

Our gross profit increased by 135.4%, amounting to a $33.5 million increase from $24.7 million in FY2023 to $58.2 million in FY2024.

While the rental income segment demonstrated a marginal decrease in gross profit contribution by $0.1 million, reducing from $4.0 million in FY2023 to $3.9 million in FY2024, the construction and maintenance segments exhibited a substantial $33.6 million increase, soaring from $20.7 million in FY2023 to $54.3 million in FY2024.

The gross profit margin for the construction and maintenance segments notably improved from 13.4% in FY2023 to 30.9% in FY2024. The improvement in the gross profit margin was mainly attributed to the Group's ongoing initiatives to enhance efficiencies, productivity and cost management, notwithstanding the challenges posed by rising manpower costs and higher overhead costs.

Construction of covered linkways at Havelock Road to Thomson East Coast Line (TEL) Stage 1,2 and 3 Stations is an OKP's ongoing construction project.

Other (losses)/gains, net

Other (losses)/gains demonstrated a significant decrease of $47.4 million or 101.1%, decreasing from gains of $46.9 million in FY2023 to losses of $0.5 million in FY2024. The substantial decrease was mainly due to:

(a) a decrease of $0.9 million in government grants;
(b) a one-off arbitral award of $43.8 million in relation to the Contract 449A worksite incident, which was awarded in FY2023;
(c) a decrease of $7.8 million in fair value gain on investment properties as a result of a fair value gain of $4.9 million reported in FY2023 as compared to a fair value loss of $2.9 million reported in FY2024;
(d) a decrease of $0.1 million in gain on disposal of fixed assets; and
(e) an increase of $0.7 million in the loss on foreign exchange arising from the revaluation of assets and liabilities denominated in Australian dollar to Singapore dollar,

which were partially offset by:

(f) an increase in interest income of $1.2 million resulting from higher fixed deposit placement and higher interest rate from bank deposits;
(g) an increase in dividend income of $0.5 million; and
(h) a decrease of $4.2 million in loss allowance provided for amount due from an associated company, which was provided in FY2023 but did not recur in FY2024,

during FY2024.

Administrative expenses

Administrative expenses decreased by $0.9 million or 4.7% from $18.7 million for FY2023 to $17.8 million for FY2024. The decrease was largely due to:

(a) a decrease of $0.3 million in professional fees; and
(b) a decrease of $1.1 million in directors' remuneration (including profit sharing accrued),

which were partially offset by:

(c) an increase of $0.5 million in employee compensation due to salary adjustment and higher provision for bonus,

during FY2024.

OUR OPERATING AND FINANCIAL REVIEW

Finance expenses

	Group	
	Financial Year ended 31 December	
	2024	2023
	$'000	$'000
Lease liabilities	256	217
Notional interest on loan	476	450
Bank borrowings	1,317	1,398
	2,049	**2,065**

Finance expenses remained consistent at $2.0 million in both FY2023 and FY2024. It is due to the stable interest rates across the periods and there were no new major financing facilities obtained by the Group.

Share of results of associated companies and a joint venture

	Group	
	Financial Year ended 31 December	
	2024	2023
	$'000	$'000
Share of profit of a joint venture	2	33
Share of profit of associated companies	220	172
	222	**205**

The share of results of associated companies and a joint venture remained consistent at $0.2 million in both FY2023 and FY2024.

Profit before income tax

Profit before income tax decreased by $13.0 million from $51.1 million in FY2023 to $38.1 million in FY2024. The decrease was due mainly to (1) the decrease in other gains of $47.4 million, which were partially offset by (2) the increase in gross profit of $33.5 million and (3) the decrease of $0.9 million in administrative expenses, as explained above.

Income tax expense

Income tax expense increased by $1.6 million or 43.9% from $3.7 million in FY2023 to $5.3 million in FY2024, primarily driven by the Group's higher taxable profit, attributed to the operational profit derived from both ongoing and newly awarded projects.

The effective tax rates for FY2024 and FY2023 stood at 13.9% and 7.2%, respectively, which was lower than the statutory tax rate of 17%, due to the utilisation of tax credits.

Non-controlling interests

Non-controlling interests of $0.9 million was due to the share of losses of our subsidiary corporation, Raffles Prestige Capital Pte Ltd, in FY2024.

Net profit

Overall, net profit decreased by $14.6 million or 30.9%, from $47.4 million for FY2023 to $32.8 million for FY2024, following the decrease in profit before income tax, and the increase in income tax expense, as explained above.

Our net profit margin decreased from 29.6% for FY2023 to 18.0% for FY2024.

BALANCE SHEET

(i) Current assets

Current assets increased by $50.7 million, from $123.1 million as at 31 December 2023 to $173.8 million as at 31 December 2024. The substantial increase was primarily driven by:

(a) a $43.2 million boost in cash and cash equivalents, mainly due to $58.3 million generated from operating activities, an increase of $0.6 million in pledged deposits, alongside $4.4 million in cash used in investing activities and $11.3 million in cash used in financing activities;
(b) an increase of $11.4 million in trade and other receivables, as a result of higher billings for on-going construction and maintenance projects; and
(c) an increase of $0.2 million in inventories, attributed to the utilisation of materials for ongoing construction and maintenance projects,

which were partially offset by:

(d) a decrease in contract assets of $4.1 million, due to a decrease in construction contract receivable from customers, arising from lower unbilled amounts expected to be collected from customers following the higher revenue,

during FY2024.

(ii) Non-current assets

Non-current assets decreased by $1.3 million, from $136.4 million as at 31 December 2023 to $135.1 million as at 31 December 2024. The decrease was due mainly to:

(a) a decrease in investment properties due to fair value loss of $4.2 million; and
(b) a decrease of $3.5 million in other receivables, due to $1.0 million loan repayment from an associated company, Chong Kuo Development Pte Ltd, and a notional fair value adjustment of $3.3 million. The decrease was partially offset by a $0.8 million advance extended to USB Holdings Pte Ltd,

OKP is involved in the road maintenance contract for South East Sector.

which were partially offset by:
(c) an increase of $3.4 million in investments in associated companies, driven by share of profit and recognition of notional fair value of loans from an associated company;
(d) an increase in property, plant and equipment of $1.1 million, mainly attributable to the addition of property, plant and equipment;
(e) an increase of $0.8 million in right-of-use assets, resulting from the purchase of plant and equipment to support new and ongoing projects through hire purchase, along with the reclassification of certain plant and machinery from property, plant and equipment; and
(f) an increase in deferred income tax assets of $1.1 million arising from the recognition of deferred income tax assets in one of the subsidiary corporations,

during FY2024.

(iii) Current liabilities

Current liabilities increased by $20.4 million, from $55.1 million as at 31 December 2023 to $75.5 million as at 31 December 2024. The increase was due mainly to:
(a) an increase of $18.0 million in contract liabilities due to advance billings for three construction projects for which obligations have yet to be fulfilled; and
(b) an increase of $3.4 million in current income tax liabilities due to higher tax provision allocated for profitable entities within the Group,

which were partially offset by:
(c) a decrease of $0.7 million in trade and other payables, attributable to reclassification of short-term advances amounting to $1.6 million from non-controlling interest, and a decrease of $1.0 million in accruals, offset against the increase of $1.8 million in trade payables and increase of $0.1 million in other payables; and
(d) repayment of bank borrowings totalling $0.3 million,

during FY2024.

(iv) Non-current liabilities

Non-current liabilities decreased by $4.5 million, from $34.9 million as at 31 December 2023 to $30.4 million as at 31 December 2024. The decrease was due mainly to:
(a) a decrease in other payables of $3.3 million, attributed to reclassification of short-term advances amounting to $1.6 million from non-controlling interest and notional fair value adjustment of $4.9 million following the loan structuring exercise; and
(b) repayment of bank borrowings totalling $1.8 million,

which were partially offset by:
(c) an increase in lease liabilities of $0.2 million arising from the purchase of plant and machineries for newly awarded projects; and
(d) an increase of $0.4 million in deferred income tax liabilities,

during FY2024.

(v) Shareholders' equity

Shareholders' equity increased by $33.6 million, from $169.5 million as at 31 December 2023 to $203.1 million as at 31 December 2024. The increase was primarily driven by:
(a) an increase of $8.7 million in non-controlling interests as a result of fair value adjustment on interest-free loans; and
(b) profits generated from operations amounting to $33.7 million attributable to equity holders of the Company,

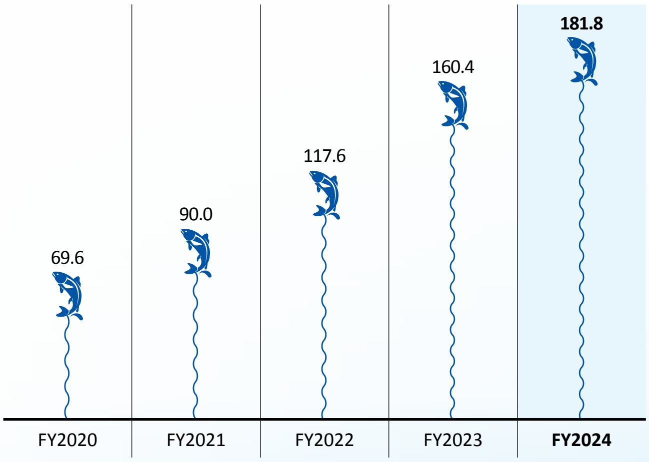
which were partially offset by:
(c) a decrease of $4.2 million in capital reserve as a result of fair value adjustment on interest-free loans; and
(d) dividend payment to shareholders of $4.6 million,

during FY2024.

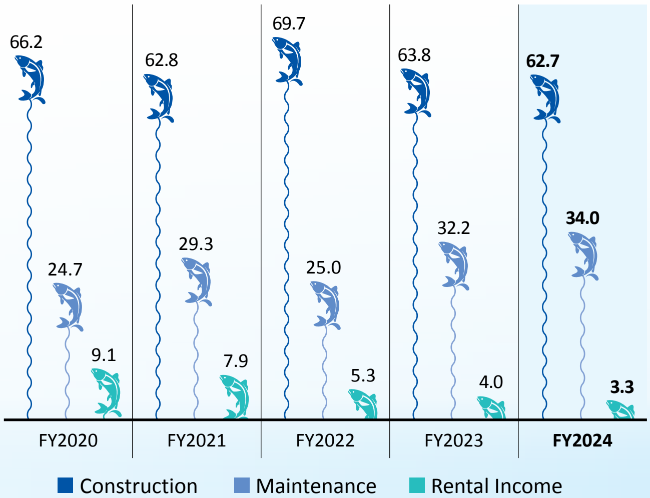
OUR OPERATING AND FINANCIAL REVIEW

REVENUE

Revenue
($'Million)



Revenue By Business Segment
(Per Cent)



Revenue in FY2024 increased by 13.3 per cent to $181.8 million compared to $160.4 million in FY2023.

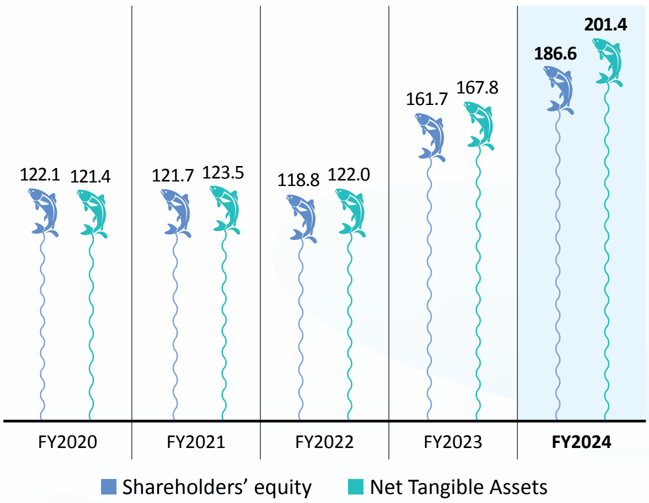
The surge was primarily due to a 11.3 per cent increase in revenue from the construction segment, reaching $114.0 million, alongside a remarkable 19.6 per cent rise in revenue from the maintenance segment, totalling $61.7 million. However, there was a slight decrease of 5.0 per cent in rental income.

The construction and maintenance segments continue to be the Group's key revenue drivers. They contributed $114.0 million and $61.7 million, respectively, representing an increase of 11.3 per cent and 19.6 per cent compared to FY2023. Meanwhile, rental income declined by 5.0 per cent to $6.1 million.

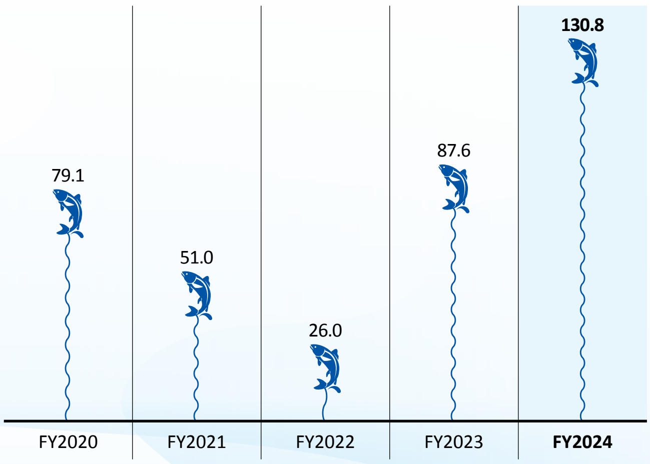
On a segmental basis, our construction segment accounted for 62.7 per cent of total revenue, the maintenance segment for 34.0 per cent, and rental income for the remaining 3.3 per cent.

BALANCE SHEET

Shareholders' equity and net tangible assets
($'Million)



Cash and Cash Equivalents
($'Million)

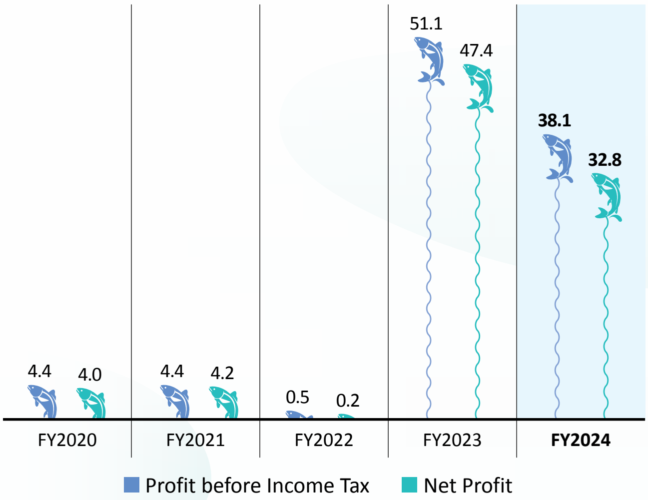


Shareholders' equity increased to $186.6 million in FY2024 from $161.7 million in FY2023 and net tangible assets increased to $201.4 million in FY2024 from $167.8 million in FY2023.

In FY2024, our cash flow remained stable and robust, with cash and cash equivalents rising to $130.8 million as at 31 December 2024 from $87.6 million as at 31 December 2023.

PROFITABILITY

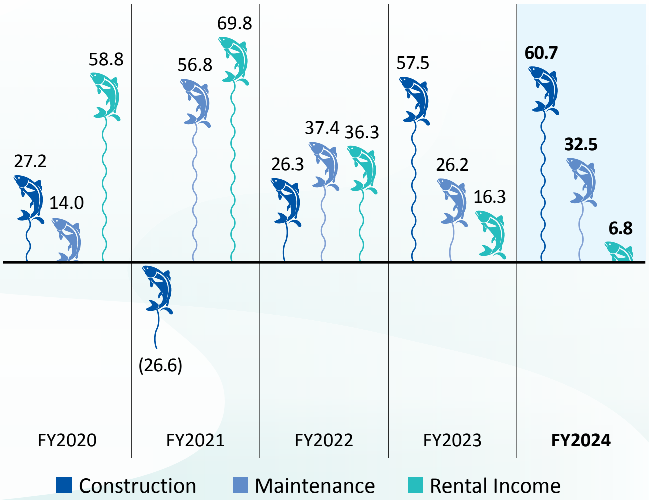
Profit before Income Tax and Net Profit
($'Million)



Profit before income tax decreased by $13.0 million from $51.1 million in FY2023 to $38.1 million in FY2024. The decrease was primarily due to a $47.4 million decrease in other gains, partially offset by the increase in gross profit of $33.5 million and the decrease of $0.9 million in administrative expenses.

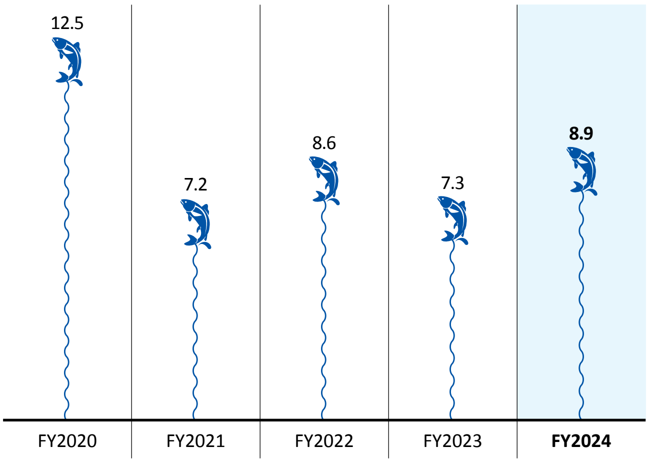
Net profit decreased by $14.6 million, from $47.4 million in FY2023 to $32.8 million in FY2024. This was driven by the $13.0 million decline in profit before income tax and a $1.6 million increase in income tax expenses.

Profit by Business Segment
(Per Cent)



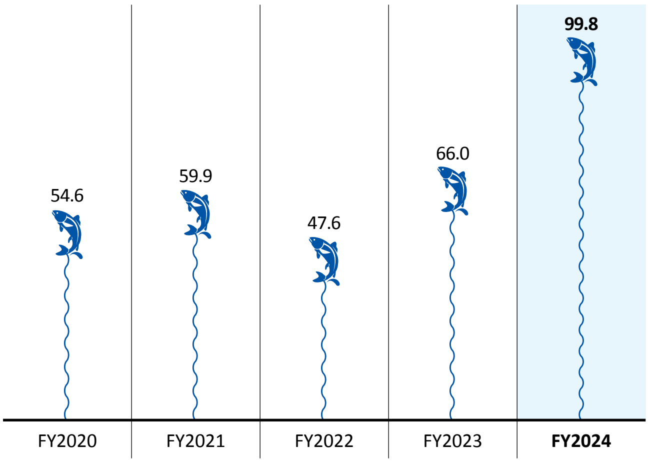
There was a significant improvement in the profit contributed by the construction and maintenance segments due to higher revenue recognition from ongoing and newly awarded construction and maintenance projects, whereas the rental income segment demonstrated a decrease in contribution to profit in FY2024.

Capital expenditure
($'Million)



Capital expenditure in FY2024 was mainly for the purchase of new plant and equipment to support existing and newly awarded projects and for the upgrading of investment property in Australia.

Market Capitalisation
($'Million)

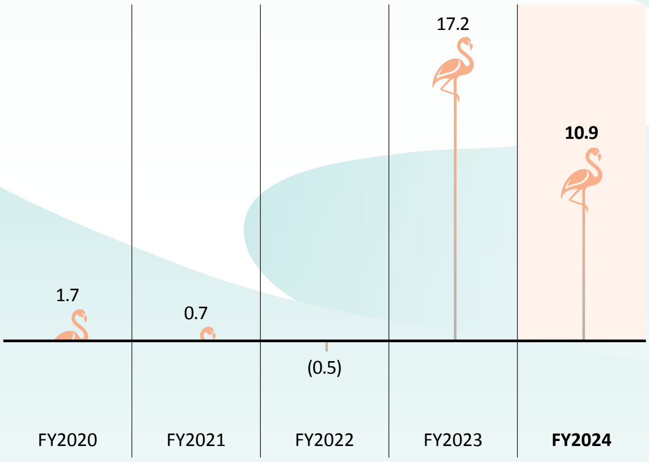


The Group's market capitalisation stood at $99.8 million as at 31 December 2024, up from $66.0 million as at 31 December 2023.

OUR OPERATING AND FINANCIAL REVIEW

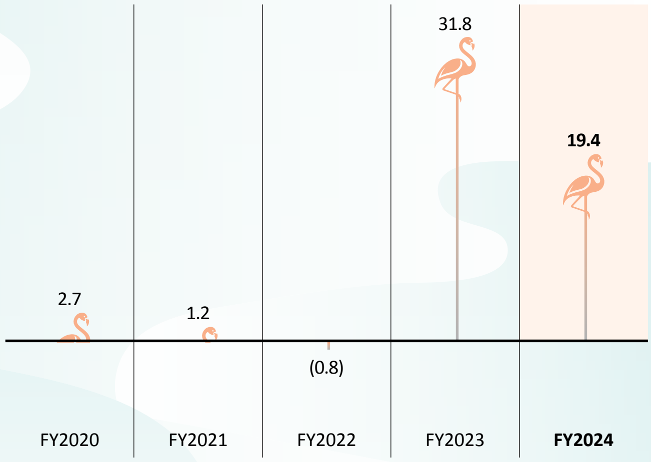
FINANCIAL RATIOS – PROFITABILITY

Return on Assets
(Per Cent)



Due to the decline in net profit, return on assets decreased to 10.9 per cent in FY2024, down from 17.2 per cent in FY2023.

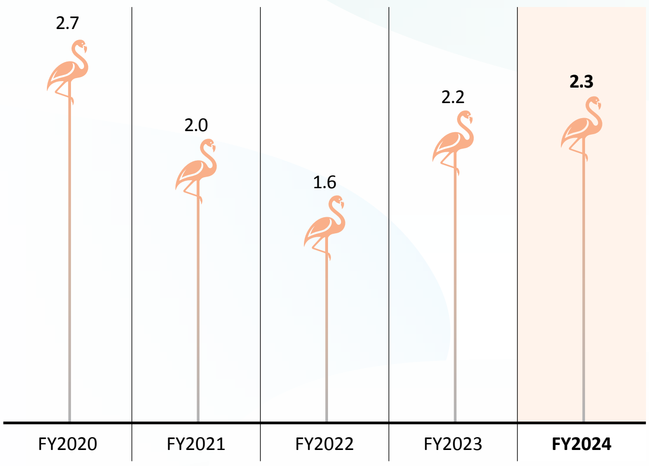
Return on Equity
(Per Cent)



The decline in net profit in FY2024 led to a significant decrease in return on equity, which fell to 19.4 per cent from 31.8 per cent in FY2023.

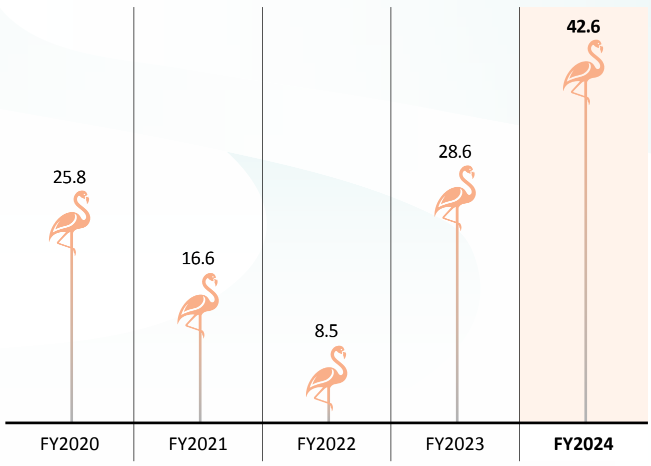
FINANCIAL RATIOS – LIQUIDITY

Current Ratio
(Times)



The Group maintained a robust short-term financial position, with a current ratio of 2.3 times in FY2024.

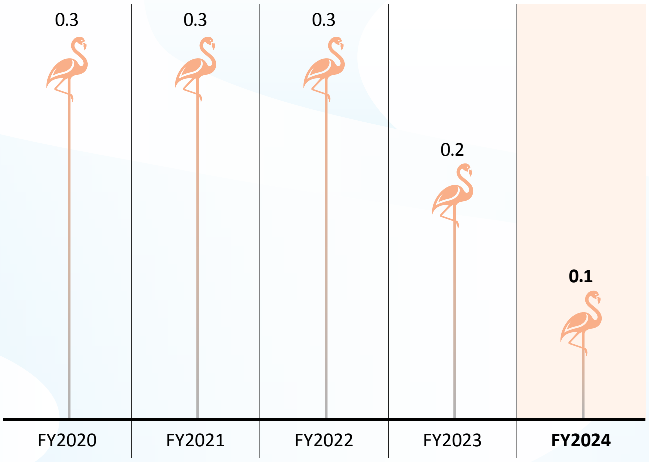
Cash Per Share
(Cents)



With a higher cash and cash equivalent, cash per share increased to 42.6 cents as at 31 December 2024 from 28.6 cents as at 31 December 2023.

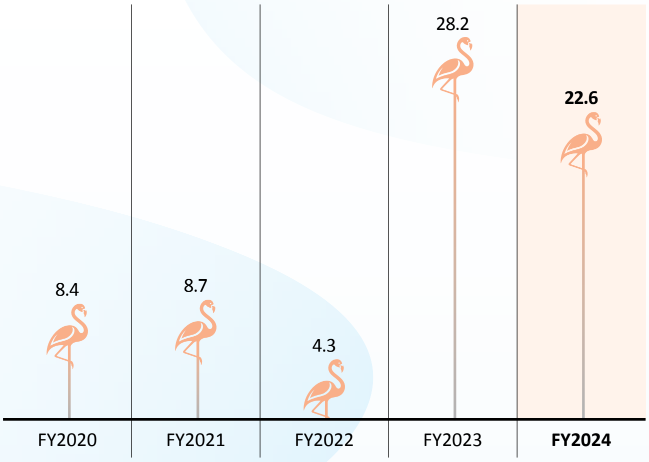
FINANCIAL RATIOS – LEVERAGE

Total Debt-to-Total-Equity Ratio
(Times)



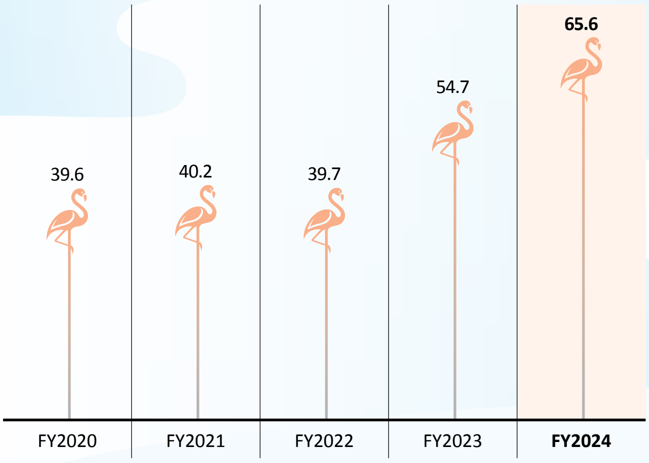
Our debt-to-equity ratio decreased to 0.1 times in FY2024 from 0.2 times in FY2023.

Interest Cover Ratio
(Times)



Our interest cover ratio decreased to 22.6 times in FY2024 from 28.2 times in FY2023 due to lower earnings before income tax, depreciation and amortisation (EBITDA).

Net Tangible Assets Per Share
(Cents)

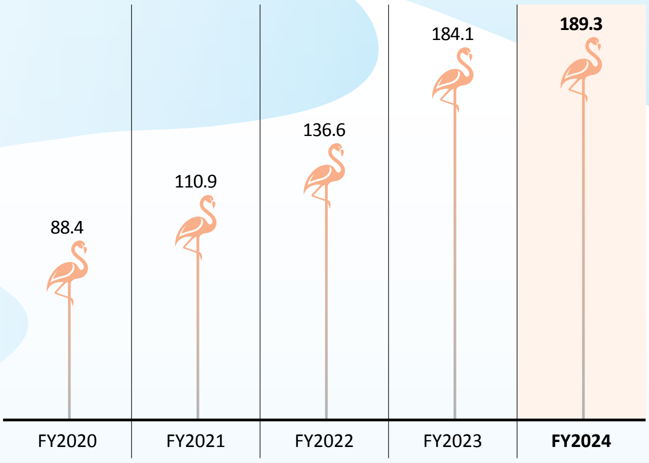


The Group's net tangible assets increased by 20.0 per cent from $167.8 million in FY2023 to $201.4 million in FY2024.

Net tangible assets per share increased to 65.6 cents in FY2024 from 54.7 cents in FY2023.

FINANCIAL RATIOS – PRODUCTIVITY

Revenue Per Employee
($'000)



Revenue per employee was $189,300 in FY2024 as compared to $184,100 in FY2023 due to the increase in revenue.

OUR PROPERTY PORTFOLIO

The Essence

Development Property
SINGAPORE - Completed

Type	Stake	Completed
Apartment	22.5%	September 2023
Location	**Tenure**	**Gross Floor Area**
Chong Kuo Road	99-year leasehold	64,552 sq ft
Acquisition Cost	**Units**	**Gross Land Area**
$43.9 million	84	46,101 sq ft

The Group, together with two joint venture partners, won the tender for a $43.9 million land parcel at Chong Kuo Road in February 2018 to develop The Essence. The 84-unit condominium was launched in March 2019 is fully sold and received its temporary occupation permit (TOP) on 9 June 2023.

This development is located near the Springleaf MRT Station and boasts proximity to shopping malls and schools. The Essence won three awards at the Property Guru Asia Property Awards Singapore 2019.

Phoenix Residences

Development Property
SINGAPORE - Ongoing

Type	Stake	TOP
Apartment	25.0%	January 2025
Location	**Tenure**	**Gross Floor Area**
Phoenix Road	99-year leasehold	59,855 sq ft
Acquisition Cost	**Units**	**Gross Land Area**
$33.1 million	74	42,754 sq ft

Phoenix Residences was acquired at $33.1 million in 2018 through a successful tender by the Group's 25.0 per cent-owned associated company, USB Holdings Pte. Ltd. It is a 74-unit residential development project with a 99-year leasehold tenure. Now fully sold, the development has received its TOP on 3 January 2025.

Surrounded by the lush greenery of the Bukit Batok Golf Range and Bukit Timah Nature Reserve, Phoenix Residences is conveniently located within close proximity to Phoenix LRT Station and other MRT stations, and is also served by many bus services. It is a short distance away from shopping malls with supermarkets and restaurants, and schools.

6-8 Bennett Street

Investment Property
AUSTRALIA

Type	Stake	Net Lettable Area
Office Building	51.0%	109,027 sq ft
Location	**Tenure**	**Gross Floor Area**
6-8 Bennett Street in East Perth	Freehold	33,530 sq ft

Fair Value as at 31 Dec 2024
$33.0 million (FY2023: $38.2 million)

The Group, together with a joint venture partner, extended its footprint beyond Singapore by acquiring its first overseas property, a freehold office complex in Perth, Australia for A$43.5 million in April 2018. This property at 6-8 Bennett Street in East Perth, Western Australia has contributed to the Group's rental income. Comprising a four-storey building, a Grade A nine-storey building and a multi-storey car park, it is located 900 metres west of the Central Business District of Perth. It is occupied by a mix of government and corporate tenants.

190 Moulmein Road #10-03 The Huntington

Investment Property
SINGAPORE

Type	Stake	
Apartment	100%	
Location	**Tenure**	**Gross Floor Area**
190 Moulmein Road, #10-03 The Huntington	Freehold	1,152 sq ft

Fair Value as at 31 Dec 2024
$2.3 million (FY2023: $2.3 million)

Located at 190 Moulmein Road, the fair value of this freehold apartment remained at $2.3 million as at 31 December 2024. It is held for investment.

69 and 71 Kampong Bahru Road

Investment Property
SINGAPORE

Type		Stake
Two adjoining two-storey shophouses		51%
Location	**Tenure**	**Gross Floor Area**
69 and 71 Kampong Bahru Road	Freehold	5,725 sq ft
Fair Value as at 31 Dec 2024		
$15.6 million (FY2023: $15.0 million)		

The Group acquired 69 and 71 Kampong Bahru Road for $12.4 million in May 2021. Comprising a pair of adjoining two-storey conservation shophouses, the freehold properties occupy a land area of approximately 2,343 sq ft. Kampong Tiong Bahru is a subzone within the planning area of Bukit Merah, Singapore. Its boundary is made up of the Ayer Rajah Expressway (AYE) in the south; Kampong Bahru Road in the east; Jalan Bukit Merah in the north; and Lower Delta Road in the west.

35 Kreta Ayer Road

Investment Property
SINGAPORE

Type		Stake
Three-storey shophouse		51%
Location	**Tenure**	**Gross Floor Area**
35 Kreta Ayer Road	Freehold	4,240 sq ft
Fair Value as at 31 Dec 2024		
$21.0 million (FY2023: $21.0 million)		

The Group acquired 35 Kreta Ayer Road for $11.3 million in January 2021. The freehold property comprises a three-storey with attic shophouse, occupying a land area of approximately 1,568 sq ft. The property is located in the bustling Bukit Pasoh Conservation Area. It is located just 100 metres from the Maxwell MRT station on the Thomson-East Coast Line. The property is also within walking distance of Outram Park MRT Interchange and Chinatown MRT Interchange.

6 Tagore Drive B1-05

Investment Property
SINGAPORE

Type	Stake	Tenure
Office unit	100%	Freehold
Location		**Gross Floor Area**
6 Tagore Drive B1-05		2,486 sq ft
Fair Value as at 31 Dec 2024		
$2.0 million (FY2023: $1.9 million)		

This freehold office unit located on the basement of a four-storey industrial building has a fair value of $2.0 million as at 31 December 2024 and is held for investment.

6 Tagore Drive B1-06

Investment Property
SINGAPORE

Type	Stake	Tenure
Office unit	100%	Freehold
Location		**Gross Floor Area**
6 Tagore Drive B1-06		2,626 sq ft
Fair Value as at 31 Dec 2024		
$2.1 million (FY2023: $2.0 million)		

This freehold office unit at 6 Tagore Drive B1-06 has a fair value of $2.1 million as at 31 December 2024. It is held for investment.

7 Woodlands Industrial Park E2

Investment Property
SINGAPORE

Type	Stake	Tenure
Factory	100%	60-year lease from 25 Sep 2006
Location		**Gross Floor Area**
7 Woodlands Industrial Park E2		7,319 sq ft
Fair Value as at 31 Dec 2024		
$3.1 million (FY2023: $3.0 million)		

This three-storey terrace factory at 7 Woodlands Industrial Park E2 has a fair value of $3.1 million as at 31 December 2024. With a 60-year lease from 25 September 2006, it is held for investment.

CORPORATE LIQUIDITY AND CASH RESOURCES

	FY2024 $'000	FY2023 $'000	FY2022 $'000	FY2021 $'000	FY2020 $'000
GROUP'S CONSOLIDATED STATEMENT CASH FLOWS					
Cash flows provided by/(used in) operating activities	58,328	75,250	(6,557)	(5,992)	18,694
Cash flows used in investing activities	(4,385)	(2,310)	(9,692)	(30,627)	(302)
Cash flows (used in)/provided by financing activities	(11,295)	(11,974)	(8,645)	8,583	(4,223)
Net increase/(decrease) in cash and cash equivalents	42,648	60,966	(24,894)	(28,036)	14,169
Cash and cash equivalents at the beginning of the financial year	81,745	20,795	45,835	73,958	59,551
Effects of currency translation on cash and cash equivalents	(82)	(16)	(146)	(87)	238
Cash and cash equivalents at the end of the financial year	**124,311**	**81,745**	**20,795**	**45,835**	**73,958**
Comprise of:					
Cash at bank and on hand	52,058	35,979	9,235	15,822	29,084
Short-term bank deposits	78,478	51,410	16,596	35,062	49,658
Trust account - Cash at bank	239	250	139	147	355
	130,775	87,639	25,970	51,031	79,097
Short-term bank deposits pledged to banks	(6,464)	(5,894)	(5,175)	(5,196)	(5,139)
Cash and cash equivalents per consolidated statement of cash flows	**124,311**	**81,745**	**20,795**	**45,835**	**73,958**

We maintain a healthy balance sheet and cash flow position which enable us to explore new infrastructure projects and property investments, either here or overseas.

Our Group reported net cash generation of $58.3 million from operating activities in FY2024, marking a decrease of $16.9 million, compared to $75.2 million in FY2023. The decrease was largely attributable to:
(a) a decrease in cash generated from operating activities before working capital changes, amounting to $8.3 million;
(b) a decrease in net working capital inflow of $7.5 million; and
(c) an increase in income tax payments of $2.3 million,

which were partially offset by:
(d) an increase in interest received totalling $1.2 million,
during FY2024.

Newly purchased dumper to support OKP's projects.

Newly purchased excavators to support new and existing projects.

Net cash used in investing activities increased by $2.1 million from $2.3 million in FY2023 to $4.4 million in FY2024. The increase was due mainly to:
(a) an increase of $0.4 million in cash used for the purchase of property, plant and equipment;
(b) structural improvements of $0.8 million that were capitalised to investment properties;
(c) a decrease of $2.3 million in loan repayment received from an associated company; and
(d) a decrease of $0.1 million in proceeds received from disposal of property, plant and equipment,

which were partially offset by:
(e) a decrease of $0.2 million in advances extended to an associated company; and
(f) a decrease of $1.3 million in cash used for the purchase of right-of-use assets,

during FY2024.

Net cash used in financing activities decreased by $0.7 million, from $12.0 million in FY2023 to $11.3 million in FY2024. The decrease was due mainly to:
(a) a decrease of $3.5 million in principal repayment of borrowings; and
(b) an increase of $0.1 million in pledged bank deposits,

which were partially offset by:
(c) a decrease of $0.3 million in advance from a non-controlling shareholder;
(d) an increase of $1.7 million in repayment of lease liabilities; and
(e) an increase of $0.9 million in dividend disbursements,

during FY2024.

Overall, free cash and cash equivalents stood at $124.3 million as at 31 December 2024, marking a notable increase of $42.6 million from $81.7 million as at 31 December 2023. This represents cash reserves of 40.5 cents per share as at 31 December 2024, a marked increase from the 26.6 cents per share recorded as at 31 December 2023 (based on 306,961,494 issued shares).

CORPORATE LIQUIDITY AND CASH RESOURCES

Newly purchased mini excavators to support OKP's project.

Electric vehicle purchased as part of the Group's sustainability initiatives in 2024.

	FY2024 $'000	FY2023 $'000	FY2022 $'000	FY2021 $'000	FY2020 $'000
NET INDEBTEDNESS					
Due within one year:					
- Bank borrowings	8,743	9,018	12,880	13,934	5,315
- Lease liabilities	3,282	3,277	2,951	2,087	1,957
	12,025	12,295	15,831	16,021	7,272
Due after one year:					
- Bank borrowings	13,270	15,041	16,157	20,087	21,190
- Lease liabilities	4,888	4,655	4,723	4,316	3,139
	18,158	19,696	20,880	24,403	24,329
Total debt	**30,183**	**31,991**	**36,711**	**40,424**	**31,601**

New dump truck purchased in 2024.

The finance lease liabilities of $6.4 million (FY2023: $6.4 million) are secured by way of corporate guarantees issued by the Company and charges over the property, plant and equipment under the leases.

The bank borrowings of $22.0 million (FY2023: $24.1 million) is secured by first legal mortgage over an investment property of the Group, certain bank deposits, the Group's shares in a subsidiary corporation and corporate guarantees of the Company.

The decrease in debt amount from $32.0 million as at FY2023 to $30.2 million as at FY2024 as a result of repayment of lease labilities and bank borrowings during FY2024.

Our Operating and Financial Review

VALUE ADDED STATEMENT

	2024 $'000		2023 $'000		2022 $'000		2021 $'000		2020 $'000	
Revenue	**181,752**		160,392		117,646		90,035		69,627	
Less:Purchase of goods and services	**(75,456)**		(102,468)		(77,571)		(55,699)		(37,816)	
Gross value added from operations	**106,296**		57,924		40,075		34,336		31,811	
Other income	**509**		51,424		4,584		8,779		9,992	
(Loss)/gain on foreign exchange	**(1,015)**		(290)		(1,114)		(1,040)		711	
Share of results of associated companies and joint ventures	**222**		204		715		351		(367)	
	(284)		51,338		4,185		8,090		10,336	
Total value added available for distribution	**106,012**		109,262		44,260		42,426		42,147	
DISTRIBUTION		%		%		%		%		%
To employees										
(1) Salaries and other staff costs	**52,351**	**49**	48,102	44	37,394	84	35,064	83	29,763	71
To government										
(1) Corporate and property taxes	**5,640**	**5**	4,001	4	527	1	349	1	552	1
To providers of capital										
(1) Finance costs	**1,573**		1,615		1,129		696		837	
(2) Dividends to shareholders	**4,604**		3,684		2,149		2,149		2,153	
	6,177	**6**	5,299	5	3,278	8	2,845	7	2,990	7
Balance retained in the business:										
(1) Depreciation and amortisation	**6,138**		5,114		4,646		4,304		4,210	
(2) Unappropriated profits	**33,705**		44,619		(1,019)		1,515		3,293	
(3) Minority interests	**(935)**		2,830		1,183		2,720		662	
	38,908	**37**	52,563	47	4,810	11	8,539	19	8,165	19
Non-production costs and income:										
(1) Non-trade receivables written off	-	-	4,200	4	500	1	-	-	-	-
(2) Fair value loss/(gain) on investment properties	**2,936**	**3**	(4,903)	(4)	(2,249)	(5)	(4,371)	(10)	677	2
Total distribution	**106,012**	**100**	109,262	100	44,260	100	42,426	100	42,147	100
PRODUCTIVITY ANALYSIS										
Number of employees	**960**		871		861		812		788	
Value added per employee ($'000)	**110**		125		51		52		53	
Value added per dollar of employment cost	**2.0**		2.3		1.2		1.2		1.4	
Value added per dollar of investment in fixed assets (before depreciation)	**1.1**		1.2		0.5		0.5		0.6	
Value added per dollar of revenue	**0.6**		0.7		0.4		0.5		0.6	

Total value-added created by the Group in FY2024 amounted to $106.0 million (2023: $109.3 million), due to higher profits reported in FY2024.

In FY2024, about $52.4 million or 49.0 per cent of the value-added was paid to employees in the form of salaries and wages. $5.6 million or 5.0 per cent was paid to the government in the form of corporate and property taxes while $6.2 million or 6.0 per cent was paid as dividends and interests to financial institutions. Balance of $38.9 million was retained by the Group for its future growth.

In FY2023, about $48.1 million or 44.0 per cent of the value-added was paid to employees in the form of salaries and wages. $4.0 million or 4.0 per cent was paid to the government in the form of corporate and property taxes while $5.3 million or 5.0 per cent was paid as dividends and interests to financial institutions. Balance of $52.6 million was retained by the Group for its future growth.

We seek to maintain a harmonious landscape in working with our partners, suppliers and customers. To achieve this aim, we spend much time and effort to create good rapport and find constructive answers for difficult and unpredictable situations. Working together in sync will ensure positive results and strong long-term business partnerships.

Maintaining Harmonious Landscape

SUSTAINABILITY REPORT SUMMARY

OVERVIEW

This is the 10th year that OKP Holdings Limited (OKP) is presenting a sustainability report according to the Global Reporting Initiative (GRI) Standards. For the financial year ended 31 December 2024 (FY2024), we have two reports – the annual report and the sustainability report. This is the third year where we have two separate reports. Before that, OKP had published a sustainability report as part of its annual report. It is now presented as a separate report based on the Singapore Exchange (SGX) Sustainability Reporting Guide and the GRI Standards. We have also adopted SGX's recommendation to use the list of 27 core ESG metrics in the sustainability report for FY2024.

The Group also endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which was set by the Financial Stability Board (FSB), to develop and set up recommendations to disclose climate-related financial information and help organisations to understand and manage climate risks and opportunities. We have presented 11 TCFD recommended disclosures across four pillars, namely governance, strategy, risk management, and metrics and targets. In FY2024, the Group has conducted a small-scale qualitative scenario analysis to understand the impact of climate-related risks identified for the business.

We have also aligned our sustainability efforts to the specific United Nations Sustainable Development Goals (UN SDGs) and applicable GRI Standards 2021. We have disclosed our progress against our sustainability targets.

The report covers FY2024. There were no major changes to OKP's business sectors and value chain during the reporting period. The report covers the sustainability performance and initiatives that are under our direct control in Singapore and Australia. The report contains no restatement.

Since 2023, the Group has partnered with OCBC Bank and secured our first sustainability-linked loan, which is aligned with the Group's commitment to achieve pre-determined sustainability objectives on reducing our carbon footprint.

The Group is committed to upholding high standards of accuracy and transparency in reporting. The sustainability reporting process has been reviewed by the internal auditors, HLS Risk Advisory Services Pte Ltd, for FY2024. In addition, the GHG (Greenhouse Gas) emission inventory and intensity of Scope 1 and 2 (both Singapore and Australia), Scope 3 (carbon mineralised cement procured from a supplier for our Singapore operation) under the category of purchased goods and services have been independently verified by TEMBUSU Asia Pte Ltd for FY2024.

LTA Active Mobility Group Director Mr Chan Boon Fui (second from left) visited the site for the construction of Cycling Path Network (Central) on 24 October2024.

Our teams conducting a cross audit together with PUB at an OKP's construction site on 25 March 2024.

OKP's Sustainability Framework

Revenue increased

FY2023 $160.4 million

FY2024 **$181.8 million**

Water consumption increased

FY2023 m^3 ('000) 34.3

FY2024 m^3 ('000) **36.3**

Energy consumption increased

FY2023 kWh ('000) 689.5

FY2024 kWh ('000) **891.6**

Training hours increased

FY2023 5,267 hours

FY2024 **6,343 hours**

Staff turnover rate decreased

FY2023 12.9

FY2024 **9.5**

OUR COMMITMENTS TO SUSTAINABILITY

The Group is of the view that sustainability is about adopting approaches, which tackle and manage environmental, social and governance issues impacting our business and operations. We seek to be a progressive and reliable company, which is dedicated to corporate responsibility and sustainability. Our goal is to be a responsible corporate citizen, providing distinct disclosure of the economic, social and governance aspects of our business performance to all our stakeholders, as well as setting up a monitoring framework. This method has enabled us to pre-empt and moderate enterprise risk, contributing to the long-term success of our organisation.

Since 2011, we have published annual reports on nurturing the environment and climate change, empowering people and the community, and strengthening corporate governance.

NURTURING THE ENVIRONMENT

The Group is fully aware of its responsibility for nurturing the environment and minimising adverse environmental consequences at its construction sites and the environment where it operates. We watch closely the use of energy (both electricity and liquefied petroluem gas) and waste and water management at our workplaces to ensure that we use our resources sensibly and effectively. During FY2024, both water and energy consumption had increased as compared to the previous year as our business activities had increased.

The wastage in concrete increased from 153.3 m^3 in FY2023 to 211.2 m^3 in FY2024 while the wastage in reinforcement decreased from 3.5 tons in FY2023 to 0.4 tons in FY2024. The waste diverted from disposal for concrete was maintained at 78.0 per cent and 80.0 per cent in FY2023 and FY2024 respectively. We have reused the wastage in concrete for lean concrete for bare ground, and also for concrete spacer. The waste diverted from disposal was maintained at 100.0 per cent in FY2023 and FY2024 for reinforcement.

We proactively manage the emissions from all our operations to ensure that we manage the environmental impact and contribute to the transition to a lower-carbon economy. FY2024 is our third year in disclosing our Scope 1, 2 and 3 GHG absolute emission and emission intensity ratio. We will diligently continue our initiatives to minimise energy use and improve efficiency within all our business segments.

Taking a proactive role in championing a green environment, OKP supports innovative and environmentally sustainable practices. These practices include using solar panels at our work sites to minimise carbon emission and carbon mineralised concrete to reduce embodied carbon for our projects.

We have been acknowledged for our environmentally-friendly efforts. Since 2012, we have won numerous awards for being a green and gracious builder and one construction environmental award. In 2022, the Group received two green and gracious awards and one Eco-Office certification. Since then, OKP has achieved 4-Leaves, the highest level in the Eco-Office certification journey, which was awarded by the Singapore Environment Council in 2024.

OKP's management and staff with client at the PUB Health and Safety Day 2024 on 12 September 2024.

Our Australian office building at 6-8 Bennett Street, East Perth boasts a 5-star NABERS (National Australian Built Environment Rating System) Energy rating and a 4.5 NABERS Water rating. This property has been targeting higher NABERS ratings since 2015. NABERS is a national rating system that measures the energy efficiency, water usage, waste management and indoor environment quality of a building and its impact on the environment.

The Group adopts a holistic method in managing the environmental impact of its activities and other risks in its supply chain. In overseeing our supply chain, we have instituted a process for choosing our suppliers by verifying their industry reputation, track record, and Quality, Environmental, Health and Safety (QEHS) standards. We engage our potential and current suppliers through frequent reviews and feedback to make sure that they have the right skills, track record and sufficient resources to support our projects and activities.

EMPOWERING PEOPLE AND THE COMMUNITY

The Group aims to empower its people and the community. We seek to be a responsible and caring employer to our 960-strong talent pool by providing training and developing them to their fullest potential, so that they can enjoy meaningful and fulfilling careers within OKP. We provide them with a safe working environment, training and career progression, and reasonable and equitable system that rewards their productivity and performance. We do not have any collective bargaining agreement with our employees.

Our organisation has established a safety culture by promoting safety and environmental awareness programmes to ensure the health and safety of our workforce and others who visit or work at our worksites and premises. The Group also monitors energy, waste and water management at its worksites and offices to make sure that it is using resources reasonably and in an accountable way.

Since 2006, OKP has won numerous safety awards in recognition of its outstanding performance in occupational safety and health management and accident-free environment.

As a responsible and good corporate citizen, we empower our people to support the community. We believe we should care for the disadvantaged and unfortunate in our society through our various donations, sponsorships and voluntary work. Through this method, we also improve our reputation as an excellent corporate citizen, who takes corporate social responsibilities seriously.

REINFORCING CORPORATE GOVERNANCE

To fulfil its vision to be the leading transport infrastructure and civil engineering company in Singapore, the region and beyond, the Group aims to fortify its corporate governance, besides nurturing the environment and empowering its people and the community.

As we seek to enhance our corporate governance, we are committed to the principles of sustainability reporting. Our organisation aims to improve our performance in reporting financial and non-financial matters such as corporate governance, and social and environmental responsibilities.

Thus, our approach is both transparent and clear in providing the most up-to-date and relevant information on our financial and non-financial business performance to all our stakeholders. We make it a point to communicate relevant data relating to our business, human resources, environmental impact, corporate social responsibilities and corporate governance so as to keep our stakeholders well-informed. We also make it a priority to maintain a high standard of ethical practices and transparency in dealing with our stakeholders.

As a public company listed on the SGX, OKP seeks to maintain its growth, and operate its business ethically and profitably, with a pledge to attaining high standards in corporate governance and judicious risk management. We will continue to endeavour to be a strong and sustainable company, which is able to enlarge our abilities, overcome obstacles and develop a steadfast business that brings long-term value to all shareholders.

In summary, we seek to sustain our business expansion and profitability by our commitment to excellent corporate governance, vigorous financial management and professional operation; and empower our staff through our efforts to nurture and reward them for good performance. In addition, we aim to have to positive impact on the community by safeguarding good corporate social responsibility; and championing a greener environment by applying environment-friendly initiatives in all our activities.

We invite you to read our full Sustainability Report at www.okph.com

CORPORATE GOVERNANCE REPORT

The Board of Directors is committed to ensuring high standards of corporate governance which is essential to the long-term sustainability of the Group's performance and business. We believe that sound corporate governance principles and practices will improve corporate transparency, accountability, performance and integrity, and at the same time, protect and enhance shareholder value.

The Listing Manual of the Singapore Exchange Securities Trading Limited (SGX-ST) requires all listed companies to describe, in their annual reports, their corporate governance practices, with specific reference to the principles of the Code of Corporate Governance 2018, as last amended on 11 January 2023 (the Code).

The Group has reviewed and set out the corporate practices in place to comply with the Code, where appropriate, in this annual report.

We have presented our corporate governance policies and practices with reference to each of the principles and provisions of the Code in a tabular form, and explaining any deviations from the Code, taking into consideration the Practice Guidance relating to the Code.

The Board of Directors is pleased to confirm that for the financial year ended 31 December 2024, the Company has adhered to the principles as set out in the Code. In so far as any provisions have not been complied with, the reasons for the variations and how the practices are consistent with the aim and philosophy of the principles have been provided.

1. 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 the long-term success of the company.

Our Policy and Practices:

Provision 1.1: Directors are fiduciaries who act objectively in the best interests of the company

Practice Guidance1: Board's role

The principal functions of the Board, apart from its statutory responsibilities, are:

- Reviewing and approving the corporate policies, strategies, budgets and financial plans of the Company;
- Monitoring financial performance, including approval of the full year and periodic financial reports of the Company;
- Approving major investment and funding decisions;
- Reviewing the evaluation process on the adequacy and effectiveness of internal controls, risk management, financial reporting and compliance;
- Overseeing the business and affairs of the Company, establishing the strategies and financial objectives to be implemented by the Management and monitoring the performance of the Management;
- Identifying the key stakeholder groups whose perceptions affect the Company's reputation;
- Setting the Company's values and standards, and ensuring that obligations to shareholders and other stakeholders are understood and met;
- Considering sustainability issues such as environmental and social factors, as part of its strategic formulation; and
- Assuming responsibilities for corporate governance.

Practice Guidance 1: Conflicts of interest

The Directors on the Board have the appropriate core competencies and diversity of experience to enable them, in their collective wisdom, to contribute effectively. Every Director is expected, in the course of carrying out his or her duties and responsibilities, to act in good faith, provide insights and consider at all times the interests of the Company. Where a Director encounters any conflict of interests, he shall not participate in any discussions or decisions involving the issues of conflict.

The Board oversees the management of the Company. It focuses on strategies and policies, with particular attention paid to growth and financial performance. It delegates the formulation of business policies and day-to-day management to the Executive Directors.

The Board recognises the importance of appropriate orientation training and continuing education for its Directors. The Directors receive appropriate training to develop individual skills in order to discharge his or her duties. The Group also provides information about its history, mission and values to the Directors. The Directors may, at any time, visit the Group's construction sites in order to gain a better understanding of business operations. There are also update sessions to inform the Directors on new legislations and/or regulations which are relevant to the Group. Changes to regulations and accounting standards are monitored closely by the Management. To keep pace with regulatory changes, where these changes have an important bearing on the Company's or Directors' disclosure obligations, Directors are briefed at Board meetings. During the financial year, the Directors were briefed by CLA Global TS Public Accounting Corporation on the developments in financial reporting standards and the changes that affect the Group. The Group Managing Director also updates the Board at each meeting on business and strategic developments pertaining to the Group. In addition, the Company has signed up for a corporate membership with the Singapore Institute of Directors (SID) for five years till 31 December 2028**.** The objective is to have access to SID's activities and enable the use of SID's one-stop corporate governance resources centre to improve OKP's corporate governance standards.

Provision 1.2: Directors to receive appropriate training

All the Directors are informed and encouraged to attend seminars, courses and other programmes, particularly on relevant new laws, regulations and changing commercial risks, from time to time, in order to discharge their duties as directors. The training programmes are conducted by the SID, Singapore Exchange, and business and financial institutions and consultants. All the related costs are borne by the Company.

Provision 1.2: Directors are provided with opportunities to develop and maintain their skills and knowledge at the company's expense

During the financial year, some of the Directors participated in the following training opportunities to update their knowledge in specific areas:

- Five core modules and four elective modules of the Listed Entity Directors Programme conducted by the Singapore Institute of Directors
- Board of Directors (BOD) Masterclass programme by Institute of Singapore Chartered Accountants
- Fundamentals of the Personal Data Protection Act (2020)
- Top Executive WSH Programme (TEWP)

In addition, Directors may themselves search for and pursue opportunities which help them to keep pace with their areas of professional expertise.

Newly-appointed Directors are briefed on the business and organisation structure of the Group and its strategic plans and objectives. All Directors are appointed to the Board by way of a formal letter of appointment or service agreement setting out the scope of their duties and obligations. Directors may, at any time, request for further explanations, briefings or informal discussions on any aspect of the Group's operations or business issues from the Management.

Provision 1.2: Directors understand the company's business

The Company has adopted internal guidelines setting forth matters that require the Board's approval. Under the guidelines, all new investments, any increase in investment in businesses and subsidiaries, any divestments by any of the Group's companies, and all commitments to term loans and lines of credit from banks and financial institutions by the Company require the approval of the Board.

Provision 1.3: Matters requiring Board approval

The Board has established three board committees (Board Committees) to assist in the execution of its responsibilities. They are the Audit Committee (AC), the Remuneration Committee (RC) and the Nominating Committee (NC). The terms of reference and composition of each Board Committee are presented in the following sections of this Report.

Provision 1.4: Disclosure on delegation of authority by Board to Board Committees

Practice Guidance 1: Board organisation and support

The Board held two scheduled meetings in the financial year ended 31 December 2024. Ad hoc Board meetings are also held whenever the Board's guidance or approval is required, outside of the scheduled Board meetings. In addition to the two scheduled meetings, two management meetings were held to provide business updates to the Independent Directors in June 2024 and November 2024.

Provision 1.5: Directors attend and actively participate in Board and Board Committee meetings

CORPORATE GOVERNANCE REPORT (CONT'D)

The attendance of the Directors at scheduled meetings of the Board and Board Committees during the financial year ended 31 December 2024 is disclosed below:-

	Board	Board Committees		
		Audit	Remuneration	Nominating
Number of scheduled meetings held	**2**	**2**	**1**	**2**
Name of Directors				
Mr Or Kim Peow	2	*2	*1	*1
Mr Or Toh Wat	2	*2	*1	*2
Mdm Ang Beng Tin	2	*2	*1	*1
Mr Or Kiam Meng	2	*2	*1	*2
Mr Oh Enc Nam	2	*2	*1	*2
Mr Or Lay Huat Daniel	2	*2	*1	*2
Mr Choy Wei Hsien Mark(%)	1	1	–	1
Mr Tay Peng Huat(%)	1	1	–	1
Dr Ting Seng Kiong(@)	1	1	–	1
Dr Chen Seow Phun, John(&)	1	1	1	2
Mr Nirumalan s/o V Kanapathi Pillai(&)	1	1	1	2
Mr Tan Boen Eng(#)	–	–	–	–

* *attendance by invitation of the relevant Committee*
(#) – ceased to be a Director on 28 February 2024
(@)– appointed as a Director on 15 March 2024
(%) – appointed as a Director on 23 April 2024
(&) – retired as a Director on 23 April 2024

Dates of Board, Board Committee and annual general meetings are scheduled in advance in consultation with the Directors to assist them in planning their attendance. A Director who is unable to attend a Board meeting can still participate in the meeting via telephone conference, video conference or other similar means of communication. Telephonic attendance and conference via audio and video communications at Board meetings are allowed under Regulation 120(2) of the Company's Constitution.

We believe that contributions from each Director can be reflected in ways other than the reporting of attendances of each Director at Board and/or Board Committee meetings. A Director would have been appointed on the strength of his or her calibre, experience and stature, and his or her potential to contribute to the proper guidance of the Group and its businesses.

To focus on a Director's attendance at formal meetings alone may lead to a narrow view of a Director's contribution. It may also not do justice to his or her contribution which can be in many different forms, including Management's access to him or her for guidance or exchange of views outside the formal environment of Board meetings. In addition, he or she may initiate relationships strategic to the interests of the Group.

Provision 1.5: Directors with multiple board representatives give sufficient time and attention to the Company

When a Director has multiple board representations, the NC also considers whether or not the Director is able to and has adequately carried out his duties as a Director of the Company, taking into consideration the Director's number of listed company board representations and other principal commitments. The NC also considers whether a Director had previously served on the board of a company with an adverse track record or with a history of irregularities or is or was under investigation by regulators. Where necessary, the NC will seek clarity on the Director's involvement therein and assess whether his resignation from the board of any such company casts any doubt on his qualification and ability to act as a director of the Company. In support of their candidature for directorship or re-election, Directors are to provide the NC with details of their other commitments and an indication of the time involved. In addition, Directors should consult the NC before accepting any new appointments as Directors. The NC has addressed the competing time commitments faced by Directors serving on multiple boards and is satisfied that sufficient time and attention are being given by the Directors to the affairs of the Company, notwithstanding that some of the Directors have multiple board representations.

We believe that the flow of relevant, complete and accurate information on a timely basis is critical for the Board to be effective in the discharge of its duties. The Management is expected to provide the Board with information concerning the Company's progress or financial targets and other information relevant to the strategic issues facing the Company.

Provision 1.6: Management to provide directors with complete, adequate and timely information prior to meetings

The Management provides members of the Board with half-yearly management accounts, as well as relevant background information relating to the matters that are discussed at the Board meetings. Such reports keep the Board informed of the Group's performance, financial position and prospects, and consist of the consolidated financial statements, major operational updates, background or updates on matters before the Board for decision or information, minutes of the previous Board meeting, and minutes of meetings of all committees of the Board held since the previous Board meeting. Detailed board papers are sent out to the Directors at least three working days before the scheduled meetings so that the Directors may better understand the issues beforehand, allowing for more time at such meetings for questions that Directors may have. However, sensitive matters may be tabled at the meeting itself or discussed without any papers being distributed.

All the Independent Directors have unrestricted access to the Management including the Group Financial Controller, other key management and the Company Secretary via telephone, e-mail and meetings. Any additional materials or information requested by the Directors to make informed decisions are promptly furnished.

Provision 1.7: Directors have separate and independent assess to management and company secretary

Directors have separate and independent access to the Company Secretary. The role of the Company Secretary is clearly defined and includes responsibility for ensuring that the Board's procedures are followed and that applicable rules and regulations are complied with. The Company Secretary attends and prepares minutes of meetings of the Board and Board Committees and assists the Board in ensuring that the Company complies with the relevant requirements of the Companies Act, the Securities and Futures Act and the Listing Manual of the SGX-ST. He also advises the Board on corporate governance matters.

The appointment and removal of the Company Secretary are subject to the approval of the Board as a whole.

Each member of the Board has direct access to the Group's independent professional advisors as and when necessary to enable each member to discharge his responsibility effectively. Any cost of obtaining professional advice will be borne by the Company.

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.*

Our Policy and Practices:

Currently, the Board consists of nine Directors, of whom three are considered independent by the Board. The Independent Directors constitute one-third of the Board. This enables the Management to benefit from their external, diverse and objective perspective of issues that are brought before the Board. The Board interacts and works with the Management through a constructive exchange of ideas and views to shape the strategic process.

Practice Guidance 2: Director Independence

The independence of each Director is reviewed by the NC on an annual basis. Each Independent Director is required to complete a checklist annually to confirm his independence. The checklist is drawn up based on the guidelines provided in the Code. The NC adopts the Code's definition of what constitutes an "independent" Director in its review. The NC takes into account, among other things, whether a Director has business relationships with the Company, its related corporations, its substantial shareholders or its officers, and if so, whether such relationships could interfere, or be reasonably perceived to interfere, with the exercise of the Director's independent business judgement in the best interests of the Company.

Provision 2.1: NC adopts the definition of what constitutes an "independent director"

CORPORATE GOVERNANCE REPORT (CONT'D)

With effect from 11 January 2023, a director will not be independent if he has been a director for more than nine years. However, a director who crosses the nine-year mark may continue to be considered independent until the conclusion of the next annual general meeting of the Company. As Dr Chen Seow Phun, John and Mr Nirumalan s/o V Kanapathi Pillai have exceeded the tenure limit, they retired at the annual general meeting of the Company on 23 April 2024. Mr Choy Wei Hsien Mark and Mr Tay Peng Huat were appointed as Independent Directors by shareholders of the Company at the same annual general meeting.

Provisions 2.2 and 2.3: Independent directors to make up a majority of the Board where Chairman is not independent and non-executive directors make up majority of the Board

The Group Chairman, Mr Or Kim Peow, and the Group Managing Director, Mr Or Toh Wat, are immediate family members as well as part of the Management. However, the Board is of the view that it is not necessary for independent directors to make up the majority of the Board. The Board is of the view that the Group's current size is relatively small and the business and operations of the Group are not overly complex. Based on the audited financial statements for FY2024, 97.0% of the Group's revenue was generated in Singapore. Thus, the appointment of additional independent directors will result in the Board becoming disproportionately large for the Group's current scale of business and operations. The appointment of additional independent directors would also result in additional cost to the Group. Further, the NC is of the view that no individual or small group of individuals dominate the Board's decision-making.

Practice Guidance 2: Proportion of non-executive directors

The Independent Directors are non-executive Directors of the Company. They constructively challenge and assist in the development of proposals on strategy, and assist the Board in reviewing the performance of the Management in meeting agreed goals and objectives, and monitor the reporting of performance.

Provision 2.4: The Board is of an appropriate size

The Board has examined its size and is of the view that it is an appropriate size for effective decision-making, taking into account the scope and nature of the operations of the Company.

Practice Guidance 1: Director competencies

The Board reviews its composition from time to time and seeks to maintain a diversity of expertise, skills, gender, age, ethnicity and other attributes among the Directors. The Board comprises businessmen with vast business or management experience, industry knowledge and strategic planning experience and includes professionals with financial, accounting and legal backgrounds. Profiles of the Directors are found in the "Board of Directors" section of the Annual Report. The NC is satisfied that the current Board comprises persons who, as a group, provide core competencies, such as accounting or finance, business or management experience, industry knowledge and strategic planning experience, required for the Board to be effective.

Board Diversity Policy

Practice Guidance 2: Board diversity policy

The Company recognises that diversity in the composition of the Board will provide a broader range of insights and perspectives needed to attain strategic objectives and sustainable development.

SGX Listing Rule 710A

The Company had, since 10 July 2015, supported the Board Diversity Pledge initiated by SID and SGX-ST where the Company pledged its commitment to promote "diversity as a key attribute of a well-functioning and effective Board".

The Company believes that a diverse Board will enhance decision-making by harnessing the variety of skills, industry and business experience, gender, age, ethnicity and culture, geographical background and nationalities and other distinguishing qualities of the members of the Board.

Annual review

The Company recognises that diversity in relation to composition of the Board provides a range of insights and challenge needed to support good decision making for the benefit of the Group, and is committed to ensuring that the Board comprises Directors who, as a group, provide an appropriate balance and mix of skills, knowledge, experience, and other aspects of diversity (such as gender and age) so as to promote the inclusion of different perspectives and ideas, mitigate against groupthink and ensure that the Company has the opportunity to benefit from all available talent.

Aside from skill diversity, the NC also reviewed other aspects of diversity such as gender, age and race and was satisfied that the Board and the Board Committees comprise Directors who as a group provide an appropriate balance and mix of skills, knowledge, talents, experience, and other aspects of diversity.

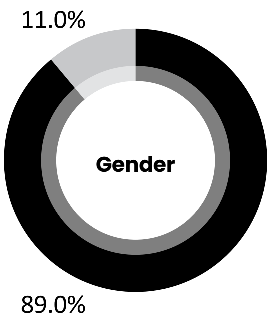
The Company has in place a Board Diversity Policy that sets out the framework and approach for the Board to set its qualitative and measurable quantitative objectives for achieving diversity, and to periodically assess the progress in achieving these objectives.

The NC reviews and assesses the Board composition and recommends the appointment of new directors where necessary. The NC conducts an annual review of the directors' mix of skills and experience to ensure that the directors possess what the Board requires to function competently and efficiently. The NC is satisfied that the Board has the appropriate mix of expertise and experience, and collectively possesses the necessary core competencies to lead and govern the Group effectively. The Board members with their combined business, management and professional experience, knowledge and expertise, provide the core competencies to allow for diverse and objective perspectives on the Group's business and direction.

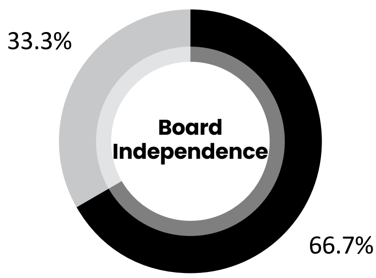
Knowledge, skills and experience

- Accounting and finance
- Human resource
- Legal
- Risk management
- Business entrepreneurship
- Strategic planning experience
- Sustainability and governance
- Tax

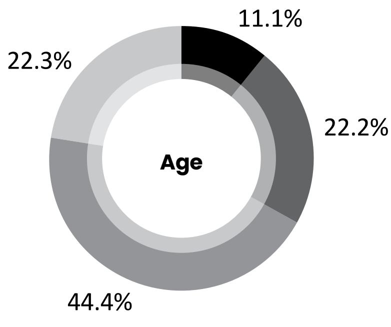
Other aspects of diversity



- Male
- Female



- Non-independent directors
- Independent directors



- 40-49
- 50-59
- 60-69
- Above 70

CORPORATE GOVERNANCE REPORT (CONT'D)

Plans and targets

Targets	Progress
Replace all Independent Directors who have served for more than nine years by end of FY2023.	The Company has replaced all Independent Directors who have served for more than nine years by appointing Dr Ting Seng Kiong, Mr Choy Wei Hsien Mark and Mr Tay Peng Huat as Independent Directors during FY2024.
Skills and experience: Improve skills and experience diversity by appointing new Independent Director with core competence not present on the current Board by end of FY2025.	The Company has taken this into consideration when replacing the Independent Directors who have served for more than nine years. Dr Ting Seng Kiong is a Professional Engineer by training.
Gender: To consider gender diversity when appointing new directors by FY2034.	The Company will take this into consideration when there is a need to appoint new Directors.

The Independent Directors met amongst themselves without the presence of the Management once in respect of the financial year ended 31 December 2024. The Lead Independent Director provides feedback to the Board where appropriate.

Provision 2.5: Regular meetings of non-executive directors

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.

Our Policy and Practices:

The Company believes that a distinct separation of responsibilities between the Group's Chairman (Group Chairman) and the Group's Managing Director (Group MD) will ensure an appropriate balance of power, increased accountability and greater capacity of the Board for independent decision-making. The posts of Group Chairman and Group MD are held by Mr Or Kim Peow and Mr Or Toh Wat respectively. Mr Or Toh Wat is the son of Mr Or Kim Peow. Both are Executive Directors.

Provision 3.1: Chairman and CEO are separate persons

As Group Chairman, Mr Or Kim Peow is primarily responsible for overseeing the overall management and strategic development of the Group. His responsibilities include:

Provision 3.2: Chairman's and CEO's roles

Practice Guidance 1: Scope of Director Duties

- Determining the Group's strategies;
- Promoting high standards of corporate governance;
- Ensuring effective succession planning for all key positions within the Group;
- Scheduling of meetings (with the assistance of the Company Secretary) to enable the Board to perform its duties responsibly while not interfering with the flow of the Group's operations;
- Setting the meeting agenda (in consultation with the Group MD);
- Assisting in ensuring the Group's compliance with the Code;
- Ensuring that Board meetings are held when necessary; and
- Reviewing relevant board papers before they are presented to the Board.

As Group MD, Mr Or Toh Wat is responsible for effectively managing and supervising the day-to-day business operations in accordance with the strategies, policies and business plans approved by the Board. Mr Or Toh Wat executes the strategic plans set out by the Board and ensures that the Directors are kept updated and informed of the Group's businesses. His responsibilities include:

- Executing and developing the Group's strategies and business objectives;
- Reporting to the Board on all aspects of the Group's operations and performance;
- Providing quality leadership and guidance to employees of the Group; and
- Managing and cultivating good relationship and effective communication with the media, shareholders, regulators and the public.

Both the Group Chairman and the Group MD exercise control over the quality, quantity and timeliness of information flow between the Board and the Management, and between the Executive Directors and Independent Directors.

Both the Group Chairman and the Group MD also ensure effective communication with shareholders. They take a leading role in the Company's drive to achieve and maintain a high standard of corporate governance with the full support of the Directors, Company Secretary and the Management. The Group MD, assisted by the Management, makes strategic proposals to the Board and after constructive board discussion, executes the agreed strategy, manages and develops the Group's businesses, and implements the Board's decision.

In view that the Group Chairman and the Group MD are immediate family members, the Board has appointed Mr Choy Wei Hsien Mark as Lead Independent Director (LID) to lead and coordinate the meetings and activities of the Independent Directors. The LID is available to shareholders where they have concerns and for which contact through the normal channels of communication with the Group Chairman or the Management are inappropriate or inadequate.

Provision 3.3: Appointment of LID

Practice Guidance 2: Role of the LID

The Independent Directors, led by the LID, provide leadership in situations where the Group Chairman is conflicted.

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.

Our Policy and Practices:

The NC was formed on 10 July 2002 and comprises entirely Independent Directors. The current members of the NC are:

Provision 4.2: The NC comprises at least three directors, majority of whom are independent

Dr Ting Seng Kiong (Chairman) (with effect from 15 March 2024)
Mr Choy Wei Hsien Mark (Member) (with effect from 23 April 2024)
Mr Tay Peng Huat (Member) (with effect from 23 April 2024)

The key terms of reference of the NC are as follows:

Provision 4.1: NC to make recommendation to the Board on relevant matters

- To make recommendations to the Board on relevant matters relating to the review of board succession plans for Directors in particular the appointment and/or replacement of the Chairman, Group MD and key management personnel;
- To review nominations for the appointment and re-appointment of Directors to the Board and the various Board Committees;
- To decide on how the Board's performance may be evaluated, and propose objective performance criteria to assess the effectiveness of the Board as a whole and the contribution of each Director;
- To decide, where a Director has multiple board representations, whether the Director is able to and has been adequately carrying out his duties as Director of the Company;
- To review training and professional development programmes for the Board and its directors;
- To ensure that all Directors submit themselves for re-nomination and re-appointment at regular intervals and at least once every three years; and
- To determine on an annual basis whether or not a Director is independent.

The NC is charged with the responsibility of re-nominating the Directors. Pursuant to Regulation 107 of the Company's Constitution, one-third of the Directors shall retire from office at the Company's Annual General Meeting (AGM). In addition, Regulation 109 provides that the retiring Directors are eligible to offer themselves for re-election.

CORPORATE GOVERNANCE REPORT (CONT'D)

Should the need for a new Director arise, or where it is considered that the Board would benefit from the services of a new Director with particular skills or to replace a retiring Director, the NC will be responsible for nominating the new Director. The NC has put in place a process for the selection of new Directors and re-election of incumbent Directors to increase transparency of the nominating process in identifying and evaluating nominees. The NC leads the process and makes recommendations to the Board as follows:

Provision 4.3: The Company discloses the process for the selection, appointment and re-appointment of directors to the Board

Practice Guidance 4: Selection, appointment and re-appointment process

(a) the NC will evaluate the candidates skilled in core competencies such as technical, financial or legal expertise and experience in a similar or related industry, determine the selection criteria in consultation with the Board, and select candidates with the appropriate expertise and experience for the position, taking into account the value of diversity on the Board and the relevant experience, expertise and skillsets that will benefit the Group's business;

(b) the NC will use external help, which includes the Company's auditors, its human resources consultants and the Singapore Institute of Directors, to source for potential candidates if needed. Directors and the Management may also make recommendations;

(c) the NC meets the shortlisted candidates to assess suitability and ensure that candidates are aware of the expectation and the level of commitment required; and

(d) the NC then makes recommendations to the Board for approval.

The NC is also charged with determining annually whether or not a Director is independent. Annually, each Independent Director is required to complete a checklist to confirm his independence. The checklist is drawn up based on the guidelines provided in the Code. The NC is of the view that the Independent Directors are independent.

Provision 4.4: NC to determine director independence annually

Currently, the Company does not have alternate directors.

Practice Guidance 4: Appointment of alternate directors

Information in respect of the academic and professional qualification, and directorship or chairmanship, both present and those held over the preceding three years in other listed companies, is set out in the "Board of Directors" section of the Annual Report. In addition, information on shareholdings in the Company and its related companies held by each Director is set out in the "Directors' Report" section of the Annual Report.

Provision 4.5: Key information regarding directors

The dates of initial appointment and last re-election of each of the Directors are set out below:

Name	Age	Position	Date of initial appointment	Date of last re-election
Mr Or Kim Peow	90	Group Chairman	15 February 2002	24 April 2023
Mr Or Toh Wat	57	Group Managing Director	15 February 2002	23 April 2024
Mdm Ang Beng Tin	69	Executive Director	20 March 2002	23 April 2024
Mr Or Kiam Meng	60	Executive Director	20 March 2002	24 April 2023
Mr Oh Enc Nam	69	Executive Director	20 March 2002	25 April 2022
Mr Or Lay Huat Daniel	47	Executive Director	1 August 2006	25 April 2022
Mr Choy Wei Hsien Mark	51	Lead Independent Director	23 April 2024	NA
Mr Tay Peng Huat	61	Independent Director	23 April 2024	NA
Dr Ting Seng Kiong	69	Independent Director	15 March 2024	23 April 2024

Mdm Ang Beng Tin is the wife of Mr Or Kim Peow. Mr Or Toh Wat, Mr Or Kiam Meng and Mr Or Lay Huat Daniel are the sons of Mr Or Kim Peow. Mr Oh Enc Nam is the nephew of Mr Or Kim Peow.

Mr Oh Enc Nam, Mr Or Lay Huat Daniel and Mr Choy Wei Hsien Mark will retire at the forthcoming AGM and they will offer themselves for re-election by the Company's shareholders.

The NC ensures that new directors are aware of their duties and obligations.

Provision 4.5: New directors are aware of their duties and obligations

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.

Our Policy and Practices:

We believe that the Board's performance is ultimately reflected in the performance of the Company. The Board should ensure compliance with applicable laws and Board members should act in good faith, with due diligence and care in the best interests of the Company and its shareholders. In addition to these fiduciary duties, the Board is charged with two key responsibilities: setting strategic directions and ensuring that the Company is ably led and managed. The Board's performance is also tested through its ability to lend support to the Management, especially in times of crisis and to steer the Group in the right direction.

Based on the recommendations of the NC, the Board has established processes and objective performance criteria for assessing the effectiveness of the Board as a whole and the effectiveness of individual Directors.

Provisions 5.1 and 5.2 and Practice Guidance 5: Board to implement process to address how the Board's performance may be evaluated and disclose the process in annual report

(a) Assessment of the effectiveness of the Board as a whole

The NC assesses the Board's effectiveness as a whole by completing a Board Assessment Checklist. The Board Assessment Checklist takes into consideration factors such as the Board's structure, conduct of meetings, risk management and internal control, and the Board's relationship with the Management. The NC also assesses the Board's performance based on a set of quantitative criteria and financial performance indicators as well as share price performance which allow for comparison with industry peers. The selected performance criteria will not change from year to year unless they are deemed necessary and the Board is able to justify the changes. The NC has reviewed and is satisfied with the performance and effectiveness of the Board as a whole for the financial year ended 31 December 2024.

(b) Assessment of the contribution of individual Directors to the effectiveness of the Board

At the end of each financial year, the NC will evaluate the performance of each Director. The criteria include the level of participation in the Company such as his or her commitment of time to the Board and Board Committee meetings and his or her performance of tasks delegated to him or her. The NC has reviewed and is satisfied with the contribution by individual Directors to the effectiveness of the Board for the financial year ended 31 December 2024.

In view of the size and composition of the Board, the Board deems it unnecessary for the NC to assess the effectiveness of each Board Committee.

The NC is of the view that the primary objective of the assessment exercise is to create a platform for the Board members to exchange feedback on the Board's strengths and shortcomings with a view to strengthening the effectiveness of the Board. The assessment exercise also assists the Directors to focus on their key responsibilities. It also helps the NC in determining whether to re-nominate Directors who are due for retirement at the next AGM, and in determining whether Directors with multiple board representatives are able to and have adequately discharge their duties as Directors of the Company.

The Board, through the NC, had conducted the assessments of the Board and the individual Directors in respect of the financial year ended 31 December 2024.

CORPORATE GOVERNANCE REPORT (CONT'D)

2. REMUNERATION MATTERS

Procedures for Developing Remuneration Policies

Principle 6: The Board has a formal and transparent procedure for developing policies on director and executive remuneration, and for fixing the remuneration packages of individual directors and key management personnel. No director is involved in deciding his or her own remuneration.

Our Policy and Practices:

We believe that a framework of remuneration for the Board and key executives should be linked, among other things, to the development of the Management's and key executives' strengths to ensure that there is a continual development of talent and renewal of strong and sound leadership for the continued success of the Company.

The RC was formed on 10 July 2002 and comprises entirely Independent Directors. The current members of the RC are:

Provision 6.1: The Board establishes RC to review and make recommendation

Mr Choy Wei Hsien Mark (Chairman) (with effect from 23 April 2024)
Mr Tay Peng Huat (Member) (with effect from 23 April 2024)
Dr Ting Seng Kiong (Member) (with effect from 15 March 2024)

Provision 6.2: RC comprises at least three non-executive directors, majority of whom are independent

The key terms of reference of the RC are as follows:

Practice Guidance 6: There should be written terms of reference which clearly spell out authority and duties of the RC

- To recommend to the Board a framework of remuneration for Board members and key management personnel;
- To recommend to the Board the specific remuneration packages for each Director and key management personnel, which cover all aspects of remuneration including directors' fees, salaries, allowances, bonuses and benefits-in-kind;
- To determine the appropriateness of the remuneration of non-Executive Directors taking into consideration the level of their contribution; and
- To review and recommend to the Board the terms of renewal of the service contracts of Executive Directors.

None of the RC members or Directors is involved in deliberations in respect of any remuneration, compensation or any form of benefit to be granted to him.

The RC recommends to the Board a framework of remuneration for the Board and key management personnel to ensure that the structure is competitive and sufficient to attract, retain and motivate senior management to run the Company successfully in order to maximise shareholder value. The members of the RC do not participate in any decisions concerning their own remuneration.

The RC reviews the fairness and reasonableness of the termination clauses of the service agreements of the Executive Directors and key management personnel. The RC aims to be fair and avoid rewarding poor performance. The RC will obtain advice from external consultants for benchmarking, where necessary.

Provision 6.3: RC considers all aspects of remuneration, including termination terms, to ensure they are fair.

The RC members are familiar with executive compensation matters as they have been in management positions and/or are holding directorships in the boards of other listed companies. The RC may from time to time seek advice from external remuneration consultants who are unrelated to the Company, at its discretion.

Provision 6.4: The company discloses the engagement of any remuneration consultants

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.

Our Policy and Practices:

The Company has a staff remuneration policy which comprises a fixed component and a variable component.

Provision 7.1: Proportion of remuneration is structured so as to link rewards to corporate and individual performance

The fixed component comprises basic salary plus other fixed allowances. To ensure that key executives' remuneration is consistent and comparable with market practice, the RC regularly benchmarks remuneration components against those of comparable companies, while continuing to be mindful that there is a general correlation between increased remuneration and performance improvements.

Practice Guidance 7: The Company's remuneration framework should be tailored to the specific role and circumstances of each director and key management personnel

The variable component is linked to the performance of the Company and the individual. In the financial year ended 31 December 2024, variable or performance-related income/bonus made up 61.0% to 71.0% of the total remuneration of each Executive Director. The variable remuneration is reviewed and approved by the RC to ensure alignment of the Directors' interests with those of shareholders and promote the long-term success of the Group.

In setting remuneration packages, the RC ensures that the Directors are adequately but not excessively remunerated as compared to the employment conditions in the industry and in comparable companies. The Company benchmarks the Directors' annual fixed salary at the market median with the variable compensation being performance driven.

Provision 7.2: Remuneration of non-executive directors dependent on contribution, effort, time spent and responsibilities

The Independent Directors do not have any service agreements with the Company. They are paid director's fees, which are proposed by the Board based on the effort, time spent and responsibilities of the Independent Directors. Each of the Independent Directors receives a base director's fee. Independent Directors who serve on the various Board Committees also receive additional fees in respect of each Board Committee that they serve on, with the Chairmen of the Board Committees receiving a higher fee in respect of their service as Chairman of the respective Board Committee. The director's fees are subject to approval by the shareholders at each AGM of the Company. The Independent Directors are not over-compensated to the extent that their independence may be compromised. Except as disclosed, the Independent Directors do not receive any remuneration from the Company.

The structure of the fees payable to the Independent Directors of the Company for financial year ending 31 December 2025 is as follows:

Appointment	Per annum
Lead Independent Director's fee	$15,000
Board of Directors	
– Base fee (Independent Director only)	$12,000
Audit Committee	
– Chairman's fee	$23,000
– Member's fee	$11,000
Nominating Committee	
– Chairman's fee	$7,000
– Member's fee	$5,000
Remuneration Committee	
– Chairman's fee	$7,000
– Member's fee	$5,000

CORPORATE GOVERNANCE REPORT (CONT'D)

The RC has reviewed and approved the service agreements of all the Executive Directors. Each of the Executive Directors has a formal service agreement which is automatically renewed on a yearly basis. There are no excessively long or onerous removal clauses in these service agreements. The service agreements may be terminated by the Company giving the Executive Director three months' notice in writing, or in lieu of notice, payment of three months' salary based on the Executive Director's last drawn salary. Executive Directors are not paid directors' fees.

Provision 7.3: Remuneration is appropriate to attract, retain and motivate the directors to provide good stewardship of the company

There are no termination or retirement benefits that are granted to the Directors. The service agreements of the Executive Directors contain contractual provisions to allow the Company to reclaim incentive components of remuneration from the Executive Directors in circumstances of misstatement of financial statements, or of misconduct resulting in financial loss to 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.

Our Policy and Practices:

The Board has not included a separate annual remuneration report to shareholders in the Annual Report on the remuneration of Directors and the top five key management personnel (who are not Directors of the Company) as the Board is of the view that the matters which are required to be disclosed in such annual remuneration report have already been sufficiently disclosed in this Corporate Governance Report and in the financial statements of the Company.

Provisions 8.1, 8.2 and 8.3: Remuneration of Directors and top 5 key management personnel

Executive Directors do not receive directors' fees. The Company advocates a performance-based remuneration system for Executive Directors and key management personnel that is flexible and responsive to the market, comprising a base salary and other fixed allowances, as well as variable performance bonus which is based on the Group's performance and the individual's performance, such as management skills, process skills, people skills and business planning skills. This is designed to align remuneration with the interests of shareholders and link rewards to corporate and individual performance so as to promote the long-term sustainability of the Group.

The following are the amounts and breakdown of remuneration of each individual Director in the financial year ended 31 December 2024:

SGX Listing Rule 1207(10D)

Name of Director	Base/ fixed salary*	Variable or performance related income/ bonuses	Directors' fees **	Directors' Allowance	Benefits-in-kind	Total
						$
Mr Or Kim Peow	32%	61%	–	5%	2%	1,837,405
Mr Or Toh Wat	25%	70%	–	4%	1%	1,559,093
Mdm Ang Beng Tin	24%	70%	–	4%	2%	1,561,726
Mr Or Kiam Meng	25%	70%	–	4%	1%	1,560,115
Mr Oh Enc Nam	25%	71%	–	3%	1%	1,540,651
Mr Or Lay Huat Daniel	25%	71%	–	4%	-%	1,546,332
Mr Choy Wei Hsien Mark (%)	–	–	100%	–	–	34,375
Mr Tay Peng Huat (%)	–	–	100%	–	–	30,938
Dr Ting Seng Kiong (@)	–	–	100%	–	–	27,708
Dr Chen Seow Phun, John (&)	–	–	100%	–	–	28,000
Mr Nirumalan s/o V Kanapathi Pillai (&)	–	–	100%	–	–	16,000
Mr Tan Boen Eng (#)	–	–	100%	–	–	8,000

Notes:
* *Inclusive of Central Provident Fund contributions*
** *These fees had been approved by the shareholders on 23 April 2024*
(#) – ceased to be a Director on 28 February 2024
(@)– appointed as a Director on 15 March 2024
(%) – appointed as a Director on 23 April 2024
(&) – retired as a Director on 23 April 2024

The Group has three key management personnel (who are not Directors of the Company).

A breakdown showing the level and mix of the remuneration of the three key management personnel (who are not Directors of the Company) in the financial year ended 31 December 2024 is as follows:

Remuneration Band & Name of Key Executive	Base/fixed salary *	Variable or performance related income/ bonuses	Benefits-in-kind	Total
$250,000 to $499,999				
Ms Ong Wei Wei	73.0%	23.0%	4.0%	100.0%
Mr Or Yew Whatt (1), (3)	75.0%	25.0%	–%	100.0%
Below $250,000				
Mr Oh Kim Poy (2), (3)	86.0%	14.0%	–%	100.0%

* *Inclusive of allowances and Central Provident Fund contributions*

(1) *Mr Or Yew Whatt is the nephew of Mr Or Kim Peow, the Group Chairman and the brother of Mr Oh Enc Nam, the Executive Director.*

(2) *Mr Oh Kim Poy is the brother of Mr Or Kim Peow, the Group Chairman.*

(3) *Both Mr Or Yew Whatt and Mr Oh Kim Poy are directors of a subsidiary of the Company.*

The total remuneration paid to the above key management personnel for the financial year ended 31 December 2024 was $714,145 (31 December 2023: $667,698).

Provision 8.2: Disclosure of remuneration of employees who are immediate family members of Director and whose remuneration exceeds $100,000

Save as disclosed above, there was no employee of the Company and its subsidiary corporations who are substantial shareholders of the company, or are immediate family members of a Director, the Group MD or a substantial shareholder and whose remuneration exceeded $100,000 during the financial year ended 31 December 2024. "Immediate family member" means spouse, child, adopted child, step-child, brother, sister and parent.

To maintain the confidentiality of the remuneration policies of the Company, the Board is of the view that it is in the best interests of the Company not to disclose the remuneration of each employee who was an immediate family member of a Director in bands of up to $100,000.

Provision 8.3: Details of employees share schemes

The Company has adopted the OKP Performance Share Scheme ("PSS") to increase the Company's flexibility and effectiveness in its continual efforts to reward, retain and motivate employees to achieve superior performance. The PSS was approved by the shareholders at the Extraordinary General Meeting held on 29 April 2019 and is in force for a period of 10 years. Please refer to the Company's circular dated 1 April 2019 for details of the PSS.

Since the commencement of the PSS and during the financial year under review, no award of shares have been granted under the PSS.

CORPORATE GOVERNANCE REPORT (CONT'D)

3. ACCOUNTABILITY AND AUDIT

Risk Management and Internal Controls

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

Our Policy and Practices:

Provision 9.1: The Board determines the nature and extent of the significant risks which the Company is willing to take

The Board is responsible for the governance of risk and sets the direction for the Group in the way risks are managed in the Group's businesses. The Company's approach to risk management is set out in the "Risk Assessment and Management" section on pages 90 to 99 of this Annual Report.

The Board approves the key risk management policies and ensures a sound system of risk management and internal controls. The Board oversees the Management in the design, implementation and monitoring of the risk management and internal control systems. In addition, the Board sets the appropriate risk tolerance limits for each risk by considering the relative importance of the objectives.

The AC reviews the effectiveness and adequacy of the Group's risk management framework and internal control systems including financial, operational, compliance and information technology controls on an annual basis.

On an annual basis, the internal auditor will conduct a review of the internal controls which address the risks identified by the external risk management consultant. Any material non-compliance or lapses in internal controls, together with recommendations for improvement are reported to the AC. A copy of the report is also issued to the relevant department for its follow-up action. The timely and proper implementation of all required corrective, preventive or improvement measures are closely monitored. In addition, major control weaknesses on financial reporting, if any, are highlighted by the external auditor in the course of their statutory audit.

The Company has engaged Mazars LLP, a third-party anti-money laundering (AML) and sanctions compliance specialist adviser, to assist with the development and implementation of market-standard controls and risk management framework for the Group for AML and sanctions compliance.

The Management has made reference to the report prepared in August 2012 and reported to the AC for the financial year ended 31 December 2024, on the Group's risk profile, the status of the risk mitigation action plans and updates on the following areas:

- Description of the procedures and systems in place to identify and assess risks to the Group's businesses;
- Identify the gaps in the risk management processes and action plans to address the gaps; and
- Plan/actions undertaken by the Management to manage the key risk areas.

The Board, with the assistance of the AC, has undertaken an annual assessment of the adequacy and effectiveness of the Group's risk management and internal control systems addressing financial, operational, compliance and information technology risks. The Board has taken into account all significant aspects of risks, especially the safety aspects following a worksite incident at TPE/PIE on 14 July 2017. In order to obtain assurance that the Group's risks are managed adequately and effectively, the Board has reviewed the risks which the Group is exposed to and understood the internal controls in place to manage them.

The Board has always believed that it should conduct itself in ways that deliver maximum sustainable value to the shareholders. The Board promotes best practices as a means to build an excellent business for the shareholders. The Board is accountable to shareholders for the Company's performance.

Prompt fulfilment of statutory reporting requirements is but one way to maintain the shareholders' confidence and trust in the Board's capability and integrity. The Board provides the shareholders with a detailed and balanced explanation and analysis of the Company's performance, position and prospects on a regular basis. This responsibility extends to reports to regulators. Financial reports and other price-sensitive information are disseminated to shareholders through announcements via SGXNET, press releases and the Company's website. The Board will review and approve the financial reports before their release. The Board will also review and approve any press releases concerning the Company's financial results. The Company's Annual Report is available on request and accessible on the Company's website.

The Board reviews operational and regulatory compliance reports from the Management to ensure compliance with all of the Group's operational practices and procedures and relevant regulatory requirements.

The Management currently provides the Board with appropriately detailed management accounts of the Group's performance, position and prospects on a periodic basis. Furthermore, the Management has been providing all the Executive Directors (who represent more than 60 per cent of the Board) with monthly consolidated financial reports. However, such monthly consolidated financial reports may not always be reflective of the true and fair view of the financial position of the Group.

The responsibility of overseeing the Company's risk management framework and policies is undertaken by the AC. The external risk management consultant and the internal auditor assist the AC in carrying out its responsibility.

The Board has obtained written assurance from the Group MD and the Group Financial Controller that:

Provision 9.2: The Board received assurance from the CEO and CFO

(a) the financial records have been properly maintained and the financial statements give a true and fair view of the Group's operations and finances; and

(b) the Group's risk management and internal control systems are adequate and effective to address the financial, operational, compliance and information technology risks in the context of the current scope of the Group's business operations.

Based on (i) the Group's framework of risk management control; (ii) the internal control policies and procedures established and maintained by the Group; and (iii) the work performed by the internal and external auditors, the Board, with the concurrence of the AC, is of the opinion that the Company's internal controls, including financial, operational, compliance and information technology controls, and risk management systems were effective and adequate as at 31 December 2024.

SGX Listing Rule 1207(10)

Audit Committee

Principle 10: The Board has an Audit Committee (AC) which discharges its duties objectively.

Our Policy and Practices:

The AC of the Company was formed on 10 July 2002 and comprises entirely Independent Directors. The current members of the AC are:

Provision 10.2: The AC comprises at least three non-executive directors, majority of whom are independent

Mr Tay Peng Huat (Chairman) (with effect from 23 April 2024)
Mr Choy Wei Hsien Mark (Member) (with effect from 23 April 2024)
Dr Ting Seng Kiong (Member) (with effect from 15 March 2024)

The AC members were selected based on their expertise and prior experience in the area of financial management. Mr Tay Peng Huat is a fellow chartered accountant. Mr Choy Wei Hsien Mark is a corporate lawyer and partner of a law firm and Dr Ting Seng Kiong is a professional engineer. The Board is of the view that at least two members of the AC, including the AC Chairman, have the relevant accounting or related financial management expertise and experience to discharge their responsibilities as members of the AC.

CORPORATE GOVERNANCE REPORT (CONT'D)

Provision 10.1: Duties of the AC

The AC is authorised to investigate any matter within its terms of reference, and has full access to, and cooperation of, the Management. The AC has full discretion to invite any Director or key management personnel to attend its meetings, as well as access to reasonable resources to enable it to discharge its functions properly. In performing its functions, the AC also reviews the assistance given by the Company's officers to the external auditor.

The AC has written terms of reference that are approved by the Board and clearly set out its responsibilities. The AC carries out its functions in accordance with the Companies Act and the Code. The key terms of reference of the AC are as follows:

- To review audit plans of the Company's external auditor and internal auditor and their reports on significant risk areas and any recommendations on internal accounting control arising from the statutory audit of the external auditor's and internal auditor's review and evaluation of the Group's system of internal controls;
- To review the annual consolidated financial statements and the external auditor's report on those financial statements, and discuss any significant adjustments, major risk areas, changes in accounting policies, compliance with relevant financial reporting standards, concerns and issues arising from their audits including any matters which the auditor may wish to discuss in the absence of the Management, where necessary, before submission to the Board for approval and ensure the integrity of the financial statements;
- To review the cooperation given by the Management to the external auditor;
- To ensure that the internal audit function is adequately resourced and review the adequacy and effectiveness of the internal audit function at least annually;
- To review the cost effectiveness of the external audit, and where the external auditor provides non-audit services to the Company, to review the nature, extent and costs of such services and the independence and objectivity of the external auditor;
- To review the periodic consolidated financial statements of the Group before submission to the Board for approval for release of the results announcement to the SGX-ST;
- To review the adequacy and effectiveness of the Company's internal controls and risk management systems;
- To review the assurance from the Group MD and Group Financial Controller on the financial records and financial statements;
- To oversee and monitor whistleblowing;
- To recommend to the Board the appointment, re-appointment or removal of the external auditor and approve the remuneration and terms of engagement of the external auditor; and
- To review all interested person transactions to ensure that each has been carried out on normal commercial terms and is not prejudicial to the interests of the Company and its minority shareholders.

Provision 10.3: he AC does not comprise former partners or directors of the company's existing auditing firm or auditing corporation

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

Provision 10.4: Primary reporting line of the internal audit function is to the AC

The AC selects and approves the appointment of the internal auditor (IA). The Company has outsourced its internal audit function to HLS Risk Advisory Services Pte Ltd during the financial year ended 31 December 2024. The IA reports directly to the AC and has full access to all the Company's documents, records, properties and personnel.

Provision 10.5: AC meets with the external auditors and IA without the presence of the Management

The AC met with the external auditor two times during the financial year ended 31 December 2024, and once in February 2025 without the presence of the Management. These meetings enable the external auditor to raise issues encountered in the course of their work directly to the AC. The AC also met with the IA without the presence of the Management once during the financial year ended 31 December 2024.

The AC has evaluated the quality of work performed by the external auditor based on their response to a series of questions set out in a questionnaire. The questions seek to assess the quality of work performed by the external auditor based on a number of evaluation criteria, including emphasis on quality by the audit engagement partner and the audit firm, allocation of adequate and appropriate human resources, substantial involvement of the audit engagement partner and exercise of professional scepticism. The AC has reviewed and is satisfied with the standard of the external auditor's work.

Provision 10.1(e): AC to review the adequacy, effectiveness, independence, scope and results of the external audit of the company

In line with the requirements of the SGX-ST, HLS Risk Advisory Services Pte Ltd has performed a review of the sustainability reporting process of the Group for the financial year ended 31 December 2024. The review is conducted in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

The fees paid/payable by the Company to the external auditor for audit and non-audit services (mainly, tax advice) in the financial years ended 31 December 2024 and 31 December 2023 are as follows:

	FY2024	**FY2023**
Audit fees	$195,000	$190,000
Non-audit fees	$ 55,700	$ 38,820
% on non-audit fees to audit fees	28.6%	20.4%

The AC has undertaken a review of all non-audit services provided to the Company by the external auditor and, in the AC's opinion, they would not affect the independence of the external auditor. As such, the AC has recommended the re-appointment of the external auditor for the current financial year.

Some of the joint venture companies and associated companies of the Group, including a Singapore-incorporated significant associated company of the Group, are being audited by external auditors other than those of the Company. The Board and the AC are satisfied that these other external auditors are suitable and their appointment would not compromise the standard and effectiveness of the audit of the Company.

The Company has complied with Rules 712 and 716 of the SGX-ST Listing Manual in relation to the auditing firms of the Group.

Pursuant to the requirements of the SGX-ST, an audit partner must not be in charge of more than five consecutive annual audits but may then return after two years. The financial year ended 31 December 2024 is the third year for which the current audit partner of CLA Global TS Public Accounting Corporation is in charge of the audit of the Group.

Whistle-Blowing Policy

The Company has put in place a whistle-blowing policy since December 2006 (updated in July 2009 and January 2022) which sets out the procedures for employees and other persons to raise concerns about possible misconduct or wrongdoing relating to the Company and its officers, including improprieties in financial reporting or other matters.

Provision 10.1(f): AC to review the existence of the whistle-blowing policy

The AC is responsible for oversight and monitoring of whistleblowing. The whistle-blowing policy has been reviewed by the AC and approved by the Board. The AC is satisfied that appropriate arrangements are in place for the independent investigation of such matters and for appropriate follow-up action.

The whistle-blowing policy provides for the following:

(a) all cases reported are independently investigated by an investigation unit established by the AC;

(b) all reports are handled confidentially, except as necessary or appropriate to conduct investigation or to take remedial action, and the identity of the whistle-blower will be kept confidential and confined to the AC and the investigation unit so long as it does not hinder investigations;

(c) action will be taken to protect the whistle-blower, who has raised a genuine concern in good faith, from detrimental or unfair treatment, and such person shall not suffer reprisal even if he turns out to be mistaken;

CORPORATE GOVERNANCE REPORT (CONT'D)

(d) appropriate remedial measures are taken where warranted; and

(e) appropriate action is taken to correct the weaknesses in the existing system of internal processes and policies which allowed the perpetration of the fraud and/or misconduct, and to prevent a recurrence.

The Policy seeks to protect the whistle-blowers from any unfair treatment as a result of their reports. The Group is committed to ensure protection of the whistle-blower against detrimental or unfair treatment.

The whistle-blower should report his/her concern to the Chairman of the AC, who will handle all reported cases and ensure that issues raised are properly resolved by the Management or such parties as appropriate.

A whistle-blowing email address is created for reporting suspected fraud, corruption, dishonest practices or other similar matters. Details of the whistle-blowing policies and arrangements have been made available to all employees of the Company. A copy of the Policy and the whistle-blowing contact are published on the Company's website.

There were no whistle-blowing reports received during FY2024 and up to the date of this Report.

The external auditor presents to the AC the audit plan and updates relating to any change of accounting standards which have a direct impact on the financial statements before an audit commences. During the financial year ended 31 December 2024, the changes in accounting standards did not have any significant impact on the Company's financial statements. The AC also attended external seminars on finance, corporate governance, regulatory and other business-related topics.

Practice Guidance 10: A: AC to ensure internal audit function is adequately resourced

The Board recognises that it is responsible for maintaining a system of internal controls to safeguard shareholders' investments and the Company's businesses and assets, while the Management is responsible for establishing and implementing the internal control procedures. The role of the IA is to assist the AC in ensuring that the controls are effective and functioning as intended, to undertake investigations as directed by the AC and to conduct regular in-depth audits of high-risk areas. The AC is satisfied that the internal audit function is independent, effective and adequately resourced, and has appropriate standing within the Company.

A copy of the AC report is set out on pages 88 to 89 of this Annual Report.

The AC is satisfied that the IA is staffed by suitably qualified and experienced personnel. The IA team comprises one executive director and one internal audit manager. The executive director is a member of the Singapore Chapter of the Institute of Internal Auditors. The IA is expected to meet or exceed the standards for the Professional Practice of Internal Auditing set by the Institute of Internal Auditors.

The AC had reviewed and approved the internal audit plan and reviewed the results of the internal audit. The AC is satisfied that the internal audit work is carried out in accordance with the International Standards for the Professional Practice of Internal Auditing set by The Institute of Internal Auditors.

Practice Guidance 10: AC to ensure adequacy and effectiveness of the internal audit function

The IA plans its internal audit schedules in consultation with, but independent of, the Management. The audit plan is submitted to the AC for approval prior to the commencement of the internal audit work.

The AC reviews the activities of the IA on a regular basis, including overseeing and monitoring the implementation of the improvements required on internal control weaknesses identified. Internal audit plans are also aligned with the Company's risk management programme. The aim is to ensure that an effective and efficient control environment is in place to manage those risks exclusive to a particular business unit in addition to those that may be relevant on an enterprise-wide basis. During the year, the IA adopted a risk-based approach with the overall objective to focus on control weaknesses which had been highlighted by Nexia TS Risk Advisory Pte Ltd, the external risk management consultant, who had been engaged by the Company in 2012 to conduct an independent review of the effectiveness and adequacy of the Group's risk management policies and processes.

The AC is responsible for hiring and evaluating the IA by examining:

(1) the internal audit charter;
(2) the scope of the IA's work;
(3) the quality of their reports; and
(4) their independence of the areas reviewed.

The AC reviews the adequacy and effectiveness of the internal audit function on an annual basis and is satisfied with its adequacy and effectiveness.

4. 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.

Our Policy and Practices:

Provision 11.1: The company provides shareholders with opportunity to participate effectively and vote at general meetings

Shareholders are informed of general meetings through notices published on SGXNet and the Company's corporate website. The Company encourages shareholders' participation during the general meetings. Shareholders are able to engage the Board and the Management on the Group's business activities, financial performance and other business-related matters during the general meetings. Shareholders are also able to submit written questions before the general meetings. Resolutions are passed through a process of voting and shareholders are entitled to vote in accordance with established voting rules and procedures. Shareholders are informed of the voting rules and procedures at the general meeting.

A shareholder who is unable to attend the general meetings is entitled to appoint up to two proxies, unless the shareholder is a relevant intermediary (as defined in Section 181 of the Companies Act). A relevant intermediary is entitled to appoint more than two proxies, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such shareholder.

Provision 11.2: Company tables separate resolutions at general meeting

The Board notes that there should be separate resolutions at general meetings on each substantially separate issue and supports the Code's provision regarding "bundling" of resolutions. In the event that there are resolutions which are interlinked, the Board will explain the reasons and material implications.

Provision 11.3: All directors attend general meetings of shareholders

The Group Chairman, Group MD, Directors, Group Financial Controller and Company Secretary are in attendance at AGMs and EGMs to take questions and feedback from shareholders. The members of the AC, NC and RC are also present at AGMs to answer questions relating to the work of these committees. The external auditor, CLA Global TS Public Accounting Corporation, is also invited to attend AGMs and will assist in addressing queries from shareholders relating to the conduct of audit and the preparation and content of the auditors' report.

The Company strives to maintain a high standard of transparency and to promote better investor communications. The Board supports active shareholder participation at AGMs and EGMs and views such general meetings as the principal forum for dialogue with shareholders. Shareholders are encouraged to attend the AGMs to ensure a high level of accountability and to stay informed of the Group's strategies and goals. The Annual Report is available on SGXNet and the Company's corporate website and may be sent to shareholders upon request. Notices of general meetings will also be announced on SGXNet and the Company's corporate website.

Provision 11.4: Shareholders should be allowed vote in absentia

The Company believes in encouraging shareholder participation at general meetings. The Constitution of the Company allows a shareholder to appoint up to two proxies to attend and vote in his or her place at general meetings. A shareholder who is a relevant intermediary (as defined in the Companies Act) may appoint more than two proxies, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such shareholder.

CORPORATE GOVERNANCE REPORT (CONT'D)

The Company prepares minutes which record substantial and relevant comments or queries from shareholders relating to the agenda of the general meeting and responses from the Board or Management, and publish these minutes within one month after the general meeting on SGXNet and the Company's corporate website.

Provision 11.5: Minutes to be available to shareholders

Dividend policy

The Company does not have a formal dividend policy. The form, frequency and amount of dividends will depend on the Group's earnings, financial position, results of operations, capital needs, plans for expansion, and other factors as the Board may deem appropriate.

Provision 11.6: The Company has a dividend policy

Over the past five financial years up to FY2024, the Company had paid total annual dividends at the rate of approximately 13.8% to 142.9% of the net profit attributable to equity holders of the Company. To reward shareholders for their continuous support, the Company is proposing a final dividend of 1.0 cent per share and a special dividend of 1.5 cent per share for the financial year ended 31 December 2024.

Any dividend payments are clearly communicated to shareholders via announcements on SGXNet.

Engagement with Shareholders

Principle 12: The company communicates regularly with its shareholders and facilitates the participation of shareholders during general meetings and other dialogues to allow shareholders to communicate their views on various matters affecting the company.

Our Policy and Practices:

The Company believes in regular and timely communication with shareholders as part of its organisational development to provide clear and fair disclosure of information about the Group's business developments and financial performance which would have a material impact on the share price or value of the Company. All shareholders are treated fairly and equitably. To facilitate the exercise of shareholders' rights, the Company ensures that all information relating to the Company and its financial performance is disclosed in an accurate and timely manner via SGXNet.

Provision 12.1: Company provides avenues for communication with shareholders

The Company has a dedicated Investor Relations (IR) team which regularly communicates with shareholders, analysts or investors through e-mail communication and telephone to update them on the latest corporate development and at the same time address their queries. For details on the Group's IR activities, please refer to the IR section of OKP Sustainability Report 2024.

Provisions 12.2 and 12.3: Company has in place an investor relations policy which allows for an ongoing exchange of views and sets out the mechanism through which shareholders may contact the company

The Board is mindful of the obligation to provide shareholders with information on all major developments that affect the Group in accordance with the SGX-ST's listing rules. Information is communicated to shareholders on a timely basis through:

- Annual reports that are prepared and issued to all shareholders within the mandatory period;
- SGXNet and the media;
- The Company's website at http://www.okph.com; and
- Online Q&A forum via the investor relations channel on the financial portal at http://www.shareinvestor.com.

The Company's IR team communicates with the shareholders and analysts on a regular basis and attends to their queries or concerns. The Company provides an email address for shareholders or analysts at okpir@okph.com and contact details of the IR team via the Company's website.

The Company holds post-results briefings with analysts after the announcement of the full year financial results. The key management team which includes the Group MD, an Executive Director and the Group Financial Controller avail themselves to meet analysts after the release of the Group's full year results. Outside of the financial results announcement periods, where necessary and appropriate, the Management would also meet analysts and fund managers who seek a better understanding of the Group's operations. In addition, the Management also conducts media interviews to give shareholders and the public deeper insights of the Group's business and management thinking when opportunities present themselves.

5. 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.

Our Policy and Practices:

The Company regularly engage our stakeholders through various media and channels to ensure that our business interests are aligned with those of our stakeholders. Our stakeholders have been identified as those who are impacted by our business and operations and those who are similarly able to impact our business and operations. We have identified six stakeholders groups through an assessment of their significance to our operations. They are namely, customers, employees, suppliers, shareholders, community and government regulators.

Provision 13.1: Company has identified and engage with its material stakeholders

Provision 13.2: The Company discloses its strategy and key areas of focus in relation to the management of stakeholder relationships

The Company has regularly engaged its stakeholders to ensure that its business interests are aligned with those of the stakeholders and to understand and address their concerns so as to sustain business operations for long-term growth.

The Group has also undertaken a process to determine the environmental, social and governance (ESG) issues which are important to these stakeholders. These issues form the materiality matrix upon which targets, performance and progress are reviewed and endorsed by the Board annually. Having identified the stakeholders and the material issues, it has provided the necessary guidance on the key areas of focus and the prioritisation of resources for the various sustainability initiatives. Please refer to OKP Sustainability Report 2024 for further details.

The Company maintains a website at http://www.okph.com to communicate and engage with stakeholders.

Provision 13.3: The Company maintains a corporate website

6. SECURITIES TRANSACTIONS

The Company has adopted an Internal Code of Conduct on Dealing in the Company's securities. The Code has been modelled according to Rule 1207(19) of the Listing Manual of the SGX-ST.

Directors and all key executives are advised not to deal in the Company's shares on short-term considerations or when they are in possession of unpublished price-sensitive information. They are not allowed to deal in the Company's shares during the period commencing one month before the announcement of the Company's half year or full year results, and ending on the date of the announcement of the results. Directors and all key executives are also reminded to be mindful of the law on insider trading and to ensure that their dealings in securities do not contravene the laws on insider trading under the Securities and Futures Act, and the Companies Act.

7. MATERIAL CONTRACTS

Pursuant to Rule 1207(8) of the Listing Manual of the SGX-ST, the Company confirms that there were no material contracts of the Group involving the interests of any Director or controlling shareholder, either still subsisting at the end of financial year ended 31 December 2024 or if not then subsisting, entered into since the end of the financial year ended 31 December 2023.

CORPORATE GOVERNANCE REPORT (CONT'D)

8. INTERESTED PERSON TRANSACTIONS

The Company has adopted an internal policy in respect of any transactions with interested persons and has procedures established for the review and approval of the Group's interested person transactions.

The AC reviews any interested person transaction entered into by the Group. If the Group intends to enter into an interested person transaction, the Board will ensure that the Group complies with the requisite rules under Chapter 9 of the SGX-ST Listing Manual on interested person transactions.

There was no interested person transaction, as defined in Chapter 9 of the SGX-ST Listing Manual, above $100,000 entered into by the Group during the financial year ended 31 December 2024.

AUDIT COMMITTEE REPORT

RESPONSIBILITIES OF THE AUDIT COMMITTEE (AC)

The AC oversees the Company's financial reporting process. The Company's Management has the primary responsibility for the financial statements, for maintaining effective internal controls over financial reporting, and for assessing the effectiveness of internal controls over financial reporting. The key terms of reference of the AC are set out on page 81 of this Annual Report.

MEMBERS AND GOVERNANCE OF THE AUDIT COMMITTEE

The AC was formed on 12 July 2002. As of the date of this report, the AC consists entirely of independent directors, namely, Mr Tay Peng Huat (AC Chairman with effect from 23 April 2024), Mr Choy Wei Hsien Mark (AC member with effect from 23 April 2024) and Dr Ting Seng Kiong (AC member with effect from 15 March 2024).

The AC has the appropriate relevant financial experience to discharge their responsibilities. Details of the members' qualifications and experience are available on page 30 of this Annual Report.

MEETINGS OF THE AUDIT COMMITTEE

The AC met two times during the financial year ended 31 December 2024 and once in February 2025 without the presence of the Management. During these meetings, the AC reviewed the half year and full year financial statements prepared by the Management, including the notes to the financial statements. In addition to the two scheduled meetings, two management meetings were held to provide business updates to the AC in June 2024 and November 2024.

The attendance record of the AC during the financial year ended 31 December 2024 is set out on page 67 of this Annual Report.

SIGNIFICANT RISKS AND JUDGEMENTS IN FINANCIAL REPORTING

In the review of the financial statements ended 31 December 2024, the AC has discussed with the Management the accounting principles that were applied and their judgment of items that might affect the integrity of the financial statements. The following key audit matters identified by the external auditor were reviewed by the AC and discussed with the Management and the external auditor:

Key audit matters	How the AC reviewed these matters and what decisions were made
Revenue from contracts with customers	The AC considered the approach and assessed the reasonableness of the Management's estimates of costs to be incurred to complete the contract. The external auditor has included this item as a key audit matter in its audit report for the financial year ended 31 December 2024. For more details, please refer to pages 105 to 107 of this Annual Report. The AC was satisfied that the appropriate accounting treatment had been adopted and consistently applied in the financial statements to ensure that revenue was recorded appropriately. The AC concurred with the Management's opinion that no provision for onerous contracts and expected credit losses were required to be provided for in the financial statements.

AUDIT COMMITTEE REPORT (CONT'D)

Key audit matters	How the AC reviewed these matters and what decisions were made
Valuation of investment properties	The AC considered the approach and assessed the reasonableness of the external valuers who had been engaged by the Management to determine the fair value of the Group's investment properties as at 31 December 2024. The external auditor has included this item as a key audit matter in its audit report for the financial year ended 31 December 2024. For more details, please refer to page 107 of this Annual Report. The AC was satisfied that the valuers' key assumptions were within a reasonable range and industry norms.
Expected credit loss of other receivables – loans to associated companies	The AC considered the approach and evaluated the reasonableness of the Management's estimates and judgements to determine any significant increase in credit risk and the adequacy of expected credit loss. The external auditor has identified this issue as a key audit matter in its audit report for the financial year ended 31 December 2024. Further details can be found on page 108 of this Annual Report. The AC concluded that the appropriate accounting treatment was applied consistently in the financial statements to ensure adequate provision for loss allowance. The AC agreed with the Management's assessment that there had been a significant increase in credit risk for the loans to associated companies and loss allowance had been adequately recognised in the financial statements.

INTERNAL CONTROLS

The Group has put in place a key risk management framework and internal controls including financial, operational, compliance and information technology controls. The Company has outsourced its internal audit function to HLS Risk Advisory Services Pte Ltd (HLS).

The AC receives the internal audit report from HLS, assesses the adequacy and effectiveness of the Group's key risk management and evaluates the internal audit processes and systems that are in place. The AC meets with HLS annually without the presence of the Management.

In addition, the Company had engaged Mazars LLP, a third-party anti-money laundering (AML) and sanctions compliance specialist adviser, to assist with the development and implementation of market-standard controls and risk management framework for the Group for AML and sanctions compliance in April 2024.

EXTERNAL AUDIT

The AC has evaluated the quality of work performed by the external auditor, CLA Global TS Public Accounting Corporation, based on their response to a series of questions set out in a questionnaire. The questions seek to assess the quality of work performed by the external auditor based on a number of evaluation criteria. The AC is satisfied with the standard of the external auditor's work. The AC meets with the external auditor annually without the presence of the Management.

The AC also performs a review of the non-audit services provided by the external auditor to ensure that they would not affect the independence of the external auditor.

The AC has recommended to the Board that the re-appointment of CLA Global TS Public Accounting Corporation as external auditor of the Company be proposed at the forthcoming Annual General Meeting in April 2025.

Mr Tay Peng Huat
Chairman of the Audit Committee

17 March 2025

RISK ASSESSMENT AND MANAGEMENT

In all business enterprises, encountering risks is part and parcel of operations. Managing risks is a key facet of business management. The Group actively monitors and manages its exposure to risks relating to its industry. Our commitment is to improve our risk management framework to give reasonable assurance that risks are mitigated. We accomplish this task by proactively safeguarding the integrity of our financial reporting, incorporating management control in our daily operations, and ensuring our compliance with legal requirements.

Similar to other business enterprises, our organisation faces various risks arising from economic, market, business, financial and political factors and developments. Our approach is to manage our risks holistically. As such, our management has established various risk management policies and procedures to manage and moderate the risks arising from the normal course of daily operations. We review our risk management and mitigation plans regularly to make sure that the Group responds immediately and efficiently to any change in market conditions and activities.

We have identified the following 28 key risks that we face and explain below how we address them:

No	Description of Risks	Our Risk Management
Strategic Risks		
1.	Dependence on the construction industry in Singapore	
	We are exposed to cyclical fluctuations in the economy as the construction business is reliant mainly on the health of the infrastructure market in Singapore. In turn, this is subject to the Singapore economy's general health. Any economic decline could affect general sentiments in the infrastructure market and reduce construction demand. This would invariably have an adverse effect on our business and financial performance.	Since the Group's beginning, the Singapore market has continued to be our main source of revenue. The current general economic, political, legal and social conditions would impact our financial performance and operations. As a substantial part of our revenue comes from public sector projects, we would likely benefit from any pump priming by the government. The opposite, however, is also true and any government's move to cut back on expenditure relating to road construction and maintenance could have an adverse effect on our business. Our approach is to diversify our earnings to mitigate against our dependence on government spending in Singapore.
2.	Increased competition could adversely affect our competitive position	
	Our business is project-based, and contracts are generally awarded through a bidding process. Most of our projects are undertaken on a non-recurring basis. It is important that we are able on a continual basis to win new projects of similar or higher value and volume. The nature of our business is such that the number and value of projects that we succeed in securing fluctuate from year to year. There is no assurance that we will continue to win new projects that are profitable. Should we be unsuccessful in securing projects, our financial performance will be negatively affected. As we also face increasing competition in the tender process, we may find ourselves to be in a position where we need to reduce our tender prices to win projects, and this could impact our profit margins. The bulk of the Group's projects are won through open tenders. There is a rise in the number of qualified competitors, including foreign companies entering the Singapore market for the civil engineering projects, thereby, escalating competition. If our competitors are more aggressive in pricing or respond faster to changes in market conditions compared to us, we may lose our tender bids or need to lower our profit margin to enable us stay competitive. Thus, our financial performance and condition may be adversely affected in the face of stronger competition.	Price is often mentioned as a key factor affecting the award of a contract although experience, reputation, availability, equipment and safety record are just as important. We believe that our vast expertise and decades-long experience in road construction and maintenance will put us in a solid position to tender competitively for both government and private sector projects. Over the years, we have established a long operating history and a respectable track record; and we have shown that we are able to provide high quality, value-added services on time and within budget.

RISK ASSESSMENT AND MANAGEMENT (CONT'D)

No	Description of Risks	Our Risk Management
3.	Dependence on the performance of the property sector	
	The Singapore property development industry is very competitive, with various small to medium-sized property developers and a few big well-known players. These developers may have established brand names and reputations, larger land banks, more prime land sites and greater resources, which assist them to tender at higher prices for more attractive land sites. Thus, they may take on more profitable and desirable property development projects. There is no assurance that OKP's business and operations in property development will be sustainable in the long term. We are also subject to various regulatory requirements and government policies in Singapore. To promote and maintain a stable property market, the government monitors the property market and may announce new policies, or amend or revoke existing policies at any time. If the government regulates the property market with tough measures, our operations and financial performance may be negatively impacted. There is also no guarantee that there will be demand for our projects despite our projections and expectations. This may affect our business goals and sales target, thus affecting our profitability.	Civil engineering and construction remain OKP's core business. Although we plan to expand the property development and investment business, it is not our key business.
4.	Dependence on private sector clients and property development for a portion of our revenue	
	Over the decades, we have tapped on the private sector progressively for projects to lessen our dependence on the public sector. We have also expanded into property development and investment. In property development, the risks include extra costs for the additional buyer's stamp duty, and financial penalties for not fulfilling qualifying certificate requirements, whereby developers must complete construction within five years.	Our response to the reliance on private sector clients is to adopt a selective method for potential clients – favouring those with solid credit rating and financial stability – and to apply strict control procedures within a credit approval process. For property development, we need to be disciplined in managing our costs and marketing activities.
5.	General risk associated with doing business outside Singapore	
	In 2018, the Group purchased its first overseas property, a freehold office complex in Perth, Australia. We are also exploring other opportunities to extend our reach overseas. There are risks intrinsic in doing business overseas, such as unexpected changes in regulatory requirements, difficulties in staffing and managing foreign operations, social and political instability, fluctuations in currency exchange rates, potentially adversarial tax consequences, legal uncertainty, tariffs and other trade barriers, variable and unexpected changes in local laws and barriers to the repatriation of capital or profits, any of which could materially impact our overseas operations and consequently, our business, operational results and financial condition.	We are fully cognisant of the fact that that there are risks inherent in business environments outside of Singapore. However, we have had operations outside of Singapore for many decades and we attempt to moderate such risks as much as practically possible. Our senior management also monitors the regulatory environment of overseas operations closely and with the support of our legal advisor, we review all our agreements closely to make sure our organisation is well-protected against risks such as defaults by clients, partners or subcontractors.

RISK ASSESSMENT AND MANAGEMENT

No	Description of Risks	Our Risk Management
6.	Reliance on key personnel to develop and grow our business	
	Our continued success is dependent to a large extent on our ability to retain the services of our core staff and institute succession plans for young leaders to eventually take over the helm. The Group's management and leadership team is solid. Our experienced and committed management team comprises our Group Chairman, Mr Or Kim Peow; Group Managing Director, Mr Or Toh Wat; and four Executive Directors, Mdm Ang Beng Tin, Mr Or Kiam Meng, Mr Oh Enc Nam and Mr Or Lay Huat Daniel. Mr Or Kim Peow, who is the founder of the Group, has more than 65 years of experience in the infrastructure and civil engineering business. He is mainly responsible for overseeing the overall management and strategic development of our Group, including determining its strategies and ensuring efficient succession planning for all key positions within the Group. Group Managing Director, Mr Or Toh Wat, who has more than 33 years' experience in the construction industry, is responsible for effectively managing and supervising the day-to-day business operations, adhering to the strategies, policies and business plans approved by the Board. Mr Or Kiam Meng has more than 39 years' experience and Mr Oh Enc Nam has more than 46 years' experience in the construction industry. Mdm Ang Beng Tin has more than 50 years of experience in administration and human resources. Our Group's expansion and success now and in the future will be dependent on our ability to retain the services of our executive team members and vital management staff. If we lose any of their services without timely and right replacements; or if we are unable to attract and retain new key employees with relevant qualifications and experience; our business, financial condition, operational results and prospects will be negatively affected. Furthermore, we may lose our business to any of our competitors who have hired significant members of our team, who join them after leaving our company. If we need to raise staff compensation to attract and retain our existing core staff or recruit additional employees, there would be an adverse impact on our financial performance.	The Group has included younger members in our management team. For example, Mr Or Lay Huat Daniel, 47 years old, has gained much experience and knowledge since joining us in 2006. He is currently responsible for business development and corporate communications. The management is preparing a list of potential successors and assessing them against a checklist of leadership attributes. Plans are put in place to develop these candidates through training and development. In addition, we are attentive in providing competitive remuneration and good staff welfare and benefits.
7.	Dependence on foreign workers and exposure to labour shortages or changes in labour policies	
	The construction industry is highly labour-intensive and relies on a large number of skilled foreign workers. Supply and demand for such foreign labour are dependent greatly on government policies and the general economic health of the host countries. In Singapore, the supply of foreign workers is subject to the policies of the Ministry of Manpower, as well as the policies of the countries in which these workers are domiciled. Changes in labour policies in these countries of origin may affect the supply of foreign labour and raise hiring costs, causing unnecessary disruptions to our operations, and resulting in unwanted delays in the completion of projects. Increases in foreign workers' levies would also impact us and may raise our costs.	Although we do face constraints in hiring foreign labour currently, we endeavour to do our vey best to retain those who are currently with us. We invest in developing their capabilities through regular training and upgrading, which in turn, also improve our productivity.

RISK ASSESSMENT AND MANAGEMENT (CONT'D)

No	Description of Risks	Our Risk Management
8.	Dependence on professional and skilled staff	
	The construction industry is dependent on competent and experienced engineers and project employees to ensure the efficient running of projects onsite. If we fail to retain or face difficulties in recruiting people with these skills, our revenue and profitability may be severely impacted. This problem may be more crucial during times when the labour market is tight.	We continually review our hiring and compensation policies to ensure fair remuneration packages are given to retain skilled staff and attract fresh recruits.
9.	Excessive warranty claims	
	It is a general practice in the construction industry to provide limited warranty for construction projects, which covers defects and any premature wear-and-tear of the materials used. Rectification and repair works covered under such warranties would not be chargeable to customers. If there are disproportionate warranty claims for rectification and repair works, our financial performance would be negatively affected.	With our consistent focus on quality and workmanship, we have not experienced material warranty claims for the past seven financial years.
10.	Liability for delays in the completion of projects, and any liquidated damages and additional overheads arising from such delays	
	From time to time, due to unforeseen circumstances and events beyond our control, delays in the completion of a project may occur. The reasons for delays include unfavourable weather conditions, shortage of construction materials, labour disputes, breakdown of equipment and machinery, insufficient deployment of resources and government's restrictions due to a pandemic. In addition, government directives for the temporary stoppage of work may also cause project delays. If the completion of OKP's projects is delayed, particularly where the delay is due to our failure, we may be liable to pay liquidated damages under the contract, and face further claims from our customers for damages, thus, incurring additional costs. If this happens, there will be an adverse impact on our business operations, and financial condition and performance. There can be no assurance that there will not be any delays in our existing and future projects, thus resulting in the payment of liquidated damages that may materially impact our financial performance and condition.	The Group has established a skilled team of project managers to monitor the projects diligently to enable the or projects' smooth progress, and ensure that they are completed on time and within budget.
11.	Subcontracting risks	
	The Group depends on subcontractors to provide services for our projects, including piling, asphalt works, painting, thermoplastic markings, metalworks and traffic signage, landscaping and sewer works. These subcontractors are selected based on their competitiveness in terms of pricing, our working experience with them and their past track record. We cannot assume that the services rendered by these subcontractors will continue to be satisfactory or that they will always meet our requirements for quality. In the event of any loss or damage arising from our subcontractors' default, we as the main contractor will be liable for our subcontractors' default. Moreover, these subcontractors may experience financial or other difficulties that may affect their ability to carry out the work for which they were contracted, thus, delaying the completion of or failing to complete our projects or resulting in extra costs for us. Any of these factors would have a material adverse effect on our business, financial condition and operating results.	We identify solid and reliable subcontractors and minimise risks through checks and referrals. We also make it a priority to use dependable subcontractors, especially those with whom we have worked efficiently in earlier projects.

RISK ASSESSMENT AND MANAGEMENT

No	Description of Risks	Our Risk Management
12.	Liability for any design defects or failure in the civil engineering works	
	In our business, we will engage the services of external consultants such as architects and engineers for design-and-build projects. If there is any error in the architectural or engineering design of our civil engineering projects due to these external consultants' negligence, even though we had demonstrated a reasonable degree of skill and care as the main contractor, we may still be liable to the customer under the contract for such defects. As at 31 December 2024, we have not been made liable for any liabilities arising from any defect in the projects' design, although there is no assurance that such liability will not arise in the future. If customers were successful in obtaining a court judgement or an arbitration award against us for claims on the grounds of design flaws, such claims may negatively affect our financial performance and condition.	We make it our priority to work with reputable and reliable architects and engineers, especially those whom we have worked with for a long time or have been referred to us.
13.	Accidents at our construction sites	
	Even though we highlight the importance of safety and have instituted safety measures, accidents may still occur at our projects' construction sites due to the nature of our business. Such mishaps may adversely disrupt our operations at the construction sites, and thus, lead to a delay in a project's completion, resulting in liquidated damages under the contract with our customers. Such accidents may also subject us to claims from workers or other persons involved in such mishaps for injuries suffered by them. If there are any key claims which are not covered by our insurance policies, our business operations and financial performance will be severely affected.	We have a team of experienced safety staff onsite, who monitors closely the construction sites to ensure that the workers comply with all safety standards.
14.	Delays in finalisation of the value of additional works under variation orders and certification of completed works by our customers	
	In the course of OKP's projects, we may be instructed and may perform additional works under variation orders before finalisation of the charges for such additional works. As a result, we may have to pay upfront to our suppliers and subcontractors to carry out these additional works even though our customers may not have paid us. There may be delays in the finalisation of the value of the additional works and certification of the completed works by our customers. This may severely impact our operating cash flow.	The Group has a team of site employees to monitor the progress of additional works under variation orders as required by our customers. This ensures that works under variation orders are documented to prevent disputes.
15.	Successful bidding	
	The Group's financial performance is dependent on our successful bidding for new projects and the non-cancellation of secured projects. As most of our projects are undertaken on a non-recurring basis, we need to continuously and consistently secure new projects of similar or higher value and volume. There is no assurance that we will be able to do so. If we are not able to secure such new projects on favourable terms and conditions, our financial performance will be negatively impacted. In addition, the scope of work in a project will affect our profit margin and our financial performance. If we are to subcontract a material portion of the project work to a third-party subcontractor, our profit margin from such project may be reduced. Cancellations or delays in commencing secured projects due to changes in our customers' businesses, poor market conditions and lack of funds of the project owners may adversely affect us. In addition, there may be a lapse of time between a project's completion and the commencement of a subsequent project. Such disruptions could lead to idle or excess capacity. If we are unable to secure replacement projects on a timely basis, the idle or excess capacity may negatively affect our business and financial conditions.	We have a team of experienced project directors, project managers and quantity surveyors, who focus on analysing and reviewing tender documents. We also have suppliers and subcontractors, who offer competitive prices for their quality products and services to us.

RISK ASSESSMENT AND MANAGEMENT (CONT'D)

No	Description of Risks	Our Risk Management
16.	Risk associated with joint ventures	
	We are subject to risks associated with joint ventures. As part of business strategy, we expect that we may, from time to time, undertake construction projects by forming joint ventures. These joint ventures involve a certain amount of business risks such as the inability or unwillingness of joint venture partners to fulfil their obligations under the joint venture agreements (if any). There is no assurance that we will not, in the future, encounter such business risks which, if financially material, will have an adverse impact on our business operations, and financial performance and condition.	We have our legal advisor to review all our agreements and make sure that we are well-protected against risks such as defaults by joint venture partners.
17.	Cyber security and personal data protection risks	
	The Group is vulnerable to a wide range of risks, which are linked to its IT system, including interruptions to its network and loss of confidential data. With increasing global incidence of cyber-attacks on many companies' servers and websites, it is mandatory to fortify and boost the security of OKP's IT systems and deter any hacking, violation or loss of confidential business data or employees' personal data. Our operations may be interrupted by cyber-attacks and any cyber theft of confidential and sensitive data could lead to litigation, financial losses, and reputation damage.	We have assessed our cybersecurity vulnerabilities and data protection impact to lessen risks. We also ensure that we have sufficient security measures in place and have strengthened the required IT controls and governance practices internally. These procedures include fortifying network security such as applying security patches to the system and encrypting workstations, and safeguarding against loss of information. Measures are put in place to enable our business operations to immediately recover from any IT crisis or loss of data. We also provide regular training to increase awareness of IT threats and data loss to our workforce. We have emphasised to our staff the need to minimise the personal data being collected and not keep data longer than required.
Financial Risks		
18.	Price fluctuations and availability of construction materials	
	We are exposed to fluctuations in the prices of construction materials, which include granite, cement, ready-mix concrete, asphalt and reinforced steel bars. Fluctuations in the prices of these construction materials are a function of demand and supply in Singapore and overseas. Furthermore, changes in government policies or regulations in the construction industry or in relation to construction materials may also result in price movements. Should there be a substantial rise in the prices of construction materials or should we fail to secure the requisite supply of construction materials at reasonable price levels, the Group's business and profitability will be affected.	We are constantly watchful of this risk and continually looking for the most competitive pricing from our suppliers for the raw materials we require. Where possible, we would lock in the prices of the raw materials for each project. Otherwise, we would include a fluctuation clause in the contract, granting us the right to adjust raw material prices should there be a price increase during the project. These measures help to limit our exposure in the event of price fluctuations.
19.	Liability claims and disputes	
	The Group is exposed to potential claims against defective workmanship, non-compliance with contract specifications or disputes over variations. Should we fail to complete any project within the stipulated timeframes, we could be held liable for liquidated damages. If this happens, compensation may have to be paid to our customers. It is a general practice that we provide customers with retention sums or performance bonds of up to 5 per cent of the contract value. If projects are delayed, or if any claims for flaws are made, whether or not they are due to our fault or that of our suppliers or subcontractors, these retention sums or performance bonds could be forfeited.	With this in mind, we undertake every effort to make sure that all projects are competently managed to the highest standards. One of our methods is to provide our staff with regular and relevant training.

No	Description of Risks	Our Risk Management
20.	Exposure to cost overruns	
	Controlling costs is a major aspect of our business as cost overruns could reduce our profit margin for a project. Should this occur, our overall profitability could be affected. The following scenarios are some examples of how a cost overrun could occur: (i) When incorrect estimations of costs are made during the tender stage; (ii) When unforeseen circumstances such as adverse ground conditions, unfavourable weather conditions or unanticipated construction constraints at the worksite, arise during the construction period; and/or (iii) When delays are experienced in the execution of projects.	Cost control measures are implemented at various stages of project execution to make sure that the projects are kept well within budget. Careful monitoring and quality assurance checks are also performed diligently to ensure that project management risks are mitigated as far as possible. We believe that our team has the right project management expertise to manage the costs related to each project efficiently.
21.	Financial risks	
	Our Group's activities expose us to a variety of financial risks, including currency risk, interest risk, credit risk, and liquidity risks. In relation to currency risk, we are exposed to foreign exchange risk and currency translation risk on the assets in foreign operations. In relation to interest risk, OKP is subject to cash flow and fair value interest rate risks. In the case of credit risk, there is a risk that a counter party may default on its contractual obligations, resulting in financial loss to the Group. Regarding liquidity risk, OKP is exposed to the risk of not having sufficient cash or cash equivalents, or not having adequate amount of committed credit facilities.	More details on how we manage these risks are found on pages 167 to 175 of the Annual Report (under the Notes to the Financial Statements). To mitigate liquidity risk, we maintain adequate cash and cash equivalents and make sure that we have a sufficient amount of committed credit facilities to enable us to meet our normal operating commitments.
22.	Insurance coverage may not be adequate	
	Due to fire, theft and natural disasters such as floods, OKP may face the risk of loss or damage to our properties, machinery and building materials. Such events may also cause a halt to our operations at the construction sites. We have established various insurance policies including workmen compensation insurance, insurance relating to group hospitalisation and surgical insurance, insurance relating to all risks affecting machinery and equipment, fire insurance, motor vehicle insurance, and contractor's all-risks insurance. If such loss or damage exceeds the insurance coverage or is not covered by the insurance policies, which we have taken up, we may still be liable to cover the shortfall in the amounts being claimed. Such a situation may adversely impact our financial performance.	We review our insurance policies and coverage on a regular basis to make sure that all reasonably foreseeable losses or damages are covered.

RISK ASSESSMENT AND MANAGEMENT (CONT'D)

No	Description of Risks	Our Risk Management
23.	Performance bond guarantee	
	Our ability to secure new projects may depend on us being able to get performance bond guarantees and other bank facilities. In line with industry practice, certain projects in which we act as the main contractor, require a performance bond from a bank to guarantee our contractual performance in the project. Generally, the performance bond covers up to approximately 5.0 per cent of the project's contract value. If we default in our contractual obligations, the project owner would be entitled to call on the performance bond and our liquidity and financial position may be negatively affected as a result. For the review period, we have not encountered any problems securing performance bonds for our projects. We have also provided corporate guarantees to secure performance bonds from banks for our ongoing projects. There is no assurance that we can continue to secure performance bonds for our new projects in the future or secure them at favourable terms. If we are unable to secure performance guarantees from our banks, we may be unable to secure new projects, and this would have a material negative effect on our revenue and profitability.	We seek to establish excellent rapport with and win support from our banks so that they will provide sufficient bankers' guarantees to back newly awarded projects.
Compliance Risks		
24.	Impact from changes to applicable government policies	
	Our services relate mainly to building safety and design standards in connection with the construction of infrastructure projects such as roads and expressways. Any change to the laws, regulations and policies affecting the construction industry, including the infrastructure market in Singapore, may affect our business and operations. As we operate in Singapore, we are subject to the laws and regulations of the land including environmental regulations. Any change in government regulations during a project, for example, increasing controls over worksite safety and building standards could result in the Group incurring extra costs to comply with the new regulations. In addition, any changes in government regulations or policies of those countries where our suppliers are located, may affect the supply of construction materials and cause disruptions to OKP's operations. The Group's operations are subject to various environmental laws in Singapore, which relate primarily to the storage, discharge, handling, emission, general use and disposal of solid and hazardous waste and other toxic materials used during construction. In the case of violation of environmental regulatory requirements, the Group may incur fines, and face stop-work orders at our affected worksites. These actions may negatively impact OKP's business. All these actions could have an adverse effect on our project costs, financial performance and business.	To mitigate these risks, we would send our project staff regularly for training to keep them up-to-date on changes in government regulations or policies in Singapore and other relevant countries, as well as on new safety and building standards enforced by the regulatory authorities or clients. We will maintain and comply with the various permits, authorisations and approvals required by various government agencies to make sure we run our operations efficiently.

RISK ASSESSMENT AND MANAGEMENT

No	Description of Risks	Our Risk Management
25.	Guidelines and regulations by the Building and Construction Authority (BCA)	
	We are guided and regulated by the BCA that also functions as an administrative body for tenders relating to public sector construction projects. The BCA grading is laid out in the BCA Contractors Registry System (CRS). There are seven major registration heads, namely, Construction Workheads (CW), Construction Related (CR) Workheads, Mechanical & Electrical (ME) Workheads, Maintenance Workheads (MW), Trade Heads (TR), Supply Workheads (SY), and Regulatory Workheads (RW). Within each workhead, there are different financial grades which determine a contractor's eligibility to tender for projects of stipulated values. This is based on the BCA's assessment of the financial health of companies through its credit rating system. The different grades serve as a supplementary indicator of the financial standing of construction firms with those of larger firms accorded the top categories of A1, A2 and B1. Both our wholly-owned subsidiary corporations, Or Kim Peow Contractors (Private) Limited and Eng Lam Contractors Co (Pte) Ltd, are A1 grade civil engineering contractors, making them eligible for tenders of unlimited values. If we are unable to maintain our BCA grading status, the Group would not be able to bid for public projects of the stipulated contract values on the CRS. This could have an adverse impact on our financial performance.	We have been able to maintain our BCA grading since achieving the A1 grades. We regularly review our financials and take the necessary measures to strengthen our financial management where necessary.
26.	Safety and environmental hazards	
	Safety is top-of-mind for all our projects, and this is especially crucial in worksites due to the nature of our operating environment. Our safety and environmental controls and guidelines adhere strictly to the standards, laws and regulations dictated by clients as well as the regulatory authorities. Our safety and environmental policies are based mainly on identifying and implementing safe and environmental-friendly practices at all worksites, for both our own as well as subcontractors' workers. We conduct regular health, safety and environmental awareness workshops to inculcate a safety and green culture for people at all levels, including new hires, especially in the first six months of employment. Workers are also at risk with disease outbreaks such as Covid-19 and its variants. If some workers are infected, and must be quarantined for 14 days, worksite operations will be impacted. We may be liable for fines, penalties and civil claims if we breach workplace safety, environmental standards, regulatory requirements or common law duty, and as a result, our operations and financial performance may be negatively affected.	We have a pool of dedicated safety and environmental control officers, site engineers and site supervisors, who have the responsibility to ensure that all workers and worksites are well informed of all relevant safety management and green procedures. Fire safety drills are carried out at least twice a year to make sure that our fire safety workforce are prepared at all times and if industrial accidents happen. Measures put in place for disease outbreaks include adhering to safe management measures. Temperature checks, quarantine, and a sickness surveillance process to identify and manage sick workers are also instituted. We are committed to maintaining our high-quality standards, improving productivity, and enhancing workplace safety at all times.

RISK ASSESSMENT AND MANAGEMENT (CONT'D)

No	Description of Risks	Our Risk Management
27.	Climate change and environmental risk	
	Climate change and environmental risk are becoming a growing concern. The recent wave of natural catastrophes and extreme weather conditions, and the continuing future threats of such incidents, may disrupt OKP's construction activities. These include delays in construction progress, and thus, our operations and financial performance may be adversely affected.	We have identified and divided climate-related risks into two major categories namely (1) risks related to the transition to a lower-carbon economy and (2) risks related to the physical impact of climate change. We have made efforts to mitigate and adapt to climate change in five areas of opportunities through resource efficiency, energy source, products and services, markets, and resilience. We continuously enhance efficiency in our methods of construction. We shift some energy generators to lower emission alternatives. The Group uses recycled construction materials that have enhanced our competitive position. We will continue to focus on operational efficiencies to better manage margins. We will embrace technology and innovation, improve and upscale our workforce, as well as boost the use of equipment and tools to scale down the reliance on manpower.
28.	Anti-Money Laundering (AML) and sanction risks	
	Money laundering and sanction risks owing to the escalation of trade sanctions imposed in and by other countries may negatively impact our financial position and business.	The Group's property development arm has implemented formal AML procedures as part of its compliance with the regulatory requirements applicable to property developers in Singapore. We have engaged a third-party AML and sanctions compliance specialist to help with the development and implementation of market-standard controls and risk management framework for the Group for AML and sanctions compliance. With the framework in place, OKP will be able to closely monitor laws and reports concerning money laundering and sanctions. It will also assist in detecting, reporting and addressing suspicious activities including money laundering, imposition of sanctions, securities fraud and market manipulation.

CONTENTS

DIRECTORS' STATEMENT

For the financial year ended 31 December 2024

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

In the opinion of the directors,

(a) the balance sheet of the Company and the consolidated financial statements of the Group as set out on pages 111 to 182 to the financial statements are drawn up so as to give a true and fair view of the financial position of the Company and of the Group as at 31 December 2024 and the financial performance, changes in equity and cash flows of the Group for the financial year covered by the consolidated financial statements; and

(b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

DIRECTORS

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

Or Kim Peow	
Or Toh Wat	
Ang Beng Tin	
Or Kiam Meng	
Oh Enc Nam	
Or Lay Huat Daniel	
Ting Seng Kiong	(Appointed on 15 March 2024)
Tay Peng Huat	(Appointed on 23 April 2024)
Choy Wei Hsien Mark	(Appointed on 23 April 2024)

ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE 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 object was to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate other than as disclosed under "Share award/options" in this statement.

DIRECTORS' INTERESTS IN SHARES OR DEBENTURES

According to the register of directors' shareholdings, none of the directors holding office at the end of the financial year had any interest in the shares or debentures of the Company or its related corporations, except as follows:

	Holdings registered in name of director			Holdings in which director is deemed to have an interest		
	As at 31.12.2024	**As at 1.1.2024**	**As at 21.1.2025**	**As at 31.12.2024**	**As at 1.1.2024**	**As at 21.1.2025**
The Company						
No. of ordinary shares						
Or Kim Peow	757,000	757,000	757,000	168,566,910	168,566,910	168,566,910
Or Toh Wat	322,000	322,000	322,000	–	–	–
Ang Beng Tin	323,500	323,500	323,500	–	–	–
Or Kiam Meng	322,000	322,000	322,000	–	–	–
Oh Enc Nam	133,000	133,000	133,000	–	–	–
Or Lay Huat Daniel	322,000	322,000	322,000	–	–	–

DIRECTORS' INTERESTS IN SHARES OR DEBENTURES (CONT'D)

	Holdings registered in name of director			Holdings in which director is deemed to have an interest		
	As at 31.12.2024	As at 1.1.2024	As at 21.1.2025	As at 31.12.2024	As at 1.1.2024	As at 21.1.2025
Immediate and Ultimate Holding Corporation – Or Kim Peow Investments Pte. Ltd.						
No. of ordinary shares						
Or Kim Peow	97,091	97,091	97,091	–	–	–
Or Toh Wat	58,255	58,255	58,255	–	–	–
Ang Beng Tin	60,272	60,272	60,272	–	–	–
Or Kiam Meng	58,255	58,255	58,255	–	–	–
Oh Enc Nam	21,436	21,436	21,436	–	–	–
Or Lay Huat Daniel	58,255	58,255	58,255	–	–	–

By virtue of Section 7 of the Singapore Companies Act 1967, Mr Or Kim Peow is deemed to have interests in the whole of the shares held by the Company in all the Company's subsidiary corporations.

SHARE AWARD/OPTIONS

The Company has adopted the OKP Performance Share Scheme ("PSS"), which was approved by the shareholders at the Extraordinary General Meeting held on 24 April 2019 and is in force for a period of 10 years. The PSS is administered by a committee ("Committee") comprising directors duly authorised and appointed by the board of directors of the Company to administer the PSS.

The PSS provides for the award of fully paid shares ("Awards") to Group employees (including Group executive directors) who have attained the age of 21 years on or before the relevant date of Award provided that none shall be an undischarged bankrupt, and who, in the absolute discretion of the Committee, are eligible to participate in the PSS.

Under the PSS, the total number of shares which may be delivered pursuant to Awards granted, when added to the number of shares issued and issuable under other share-based incentive schemes of the Company, shall not exceed 15% of the issued shares excluding treasury shares and subsidiary holdings of the Company on the day preceding the relevant date of Award.

Controlling shareholders and their associates shall be eligible to participate in the PSS subject to approval by the independent shareholders of the Company. However, the aggregate number of shares that are available to controlling shareholders and their associates shall not exceed 25% of the shares available under the PSS and the number of shares that are available to each controlling shareholder or his associate shall not exceed 10% of the shares available under the PSS.

Notwithstanding the expiry or termination of the PSS, any Awards granted to participants prior to such expiry or termination will continue to remain valid.

There were no Awards granted pursuant to the PSS from the commencement of the PSS up to the end of the financial year.

There were no options granted during the financial year to subscribe for unissued shares of the Company or its subsidiary corporations.

No shares have been issued during the financial year by virtue of the exercise of any option to take up unissued shares of the Company or its subsidiary corporations.

As at the end of the financial year, there were no unissued shares of the Company or its subsidiary corporations under option.

DIRECTORS' STATEMENT (CONT'D)

For the financial year ended 31 December 2024

AUDIT COMMITTEE

The members of the Audit Committee at the end of the financial year were as follows:

Tay Peng Huat (Chairman)
Choy Wei Hsien Mark
Ting Seng Kiong

All members of the Audit Committee were independent and non-executive directors.

The Audit Committee has written terms of reference that are approved by the Board of Directors ("the Board") and clearly set out its responsibilities. The Audit Committee carries out its functions in accordance with Section 201B(5) of the Singapore Companies Act 1967 and the Code of Corporate Governance (the "Code"). The key terms of reference of the Audit Committee are as follows:

- To review audit plans of the Company's independent auditor and internal auditor and their reports on significant risk areas and any recommendations on internal accounting controls arising from the statutory audit of the independent auditor's and the internal auditor's review and evaluation of the Group's system of internal controls;

- To review the annual consolidated financial statements and the independent auditor's report on those financial statements, and discuss any significant adjustments, major risk areas, changes in accounting policies, compliance with relevant financial reporting standards, concerns and issues arising from their audits including any matters which the independent auditor may wish to discuss in the absence of the Management, where necessary, before submission to the Board for approval and ensure the integrity of the financial statements;

- To review the cooperation given by the Management to the independent auditor;

- To ensure that the internal audit function is adequately resourced and review the adequacy and effectiveness of the internal audit function at least annually;

- To review the cost effectiveness of the independent audit, and where the independent auditor provides non-audit services to the Company, to review the nature, extent and costs of such services and the independence and objectivity of the independent auditor;

- To review the periodic consolidated financial statements of the Group before submission to the Board for approval for release to the Singapore Exchange Securities Trading Limited ("SGX-ST");

- To review the adequacy and effectiveness of the Company's internal controls and risk management systems;

- To oversee and monitor whistleblowing;

- To review the assurance from the Group Managing Director and the Group Financial Controller on the financial records and financial statements;

- To recommend to the Board the appointment, re-appointment or removal of the independent auditor and approve the remuneration and terms of engagement of the independent auditor; and

- To review all interested person transactions to ensure that each has been carried out on normal commercial terms and is not prejudicial to the interests of the Company and its minority shareholders.

The Audit Committee met with the independent auditor two times during the financial year ended 31 December 2024 and once without the presence of the Management together with the internal auditor in February 2025. These meetings enable the independent auditor and internal auditor to raise issues encountered in the course of their work directly to the Audit Committee.

In addition, the Audit Committee has, in accordance with Chapter 9 of the SGX-ST Listing Manual, reviewed the requirements for approval and disclosure of interested party transactions, reviewed the internal procedures set up by the Company to identify and report and, where necessary, seek approval for interested person transactions and reviewed interested person transactions. There was no interested person transaction entered into by the Group or the Company during the financial year ended 31 December 2024.

The Audit Committee has undertaken a review of all non-audit services provided to the Company by the independent auditor and they would not, in the Audit Committee's opinion, affect the independence of the auditor.

DIRECTORS' STATEMENT (CONT'D)

For the financial year ended 31 December 2024

AUDIT COMMITTEE (CONT'D)

The Audit Committee has recommended that CLA Global TS Public Accounting Corporation be nominated for re-appointment as the Company's independent auditor at the forthcoming Annual General Meeting.

INDEPENDENT AUDITOR

The independent auditor, CLA Global TS Public Accounting Corporation, has expressed its willingness to accept re-appointment.

On behalf of the directors

Or Kim Peow
Director

Or Toh Wat
Director

17 March 2025

INDEPENDENT AUDITOR'S REPORT

To the Members of OKP Holdings Limited

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the accompanying financial statements of OKP Holdings Limited (the "Company") and its subsidiary corporations (the "Group"), which comprise the consolidated balance sheet of the Group and the balance sheet of the Company as at 31 December 2024, and the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows of the Group for the financial year then ended, and notes to the financial statements, including a summary of material accounting policies, as set out on pages 111 to 182 to the financial statement.

In our opinion, the accompanying consolidated financial statements of the Group and the balance sheet of the Company are properly drawn up in accordance with the provisions of the Singapore 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 31 December 2024 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group for the financial year ended on that date.

Basis for Opinion

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

Key Audit Matters

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

(1) Revenue from contracts with customers
[Refer to Notes 2.18(i), 3(iii), 6 and 23 to the financial statements]

For the financial year ended 31 December 2024, revenue recognised from construction and maintenance segments amounted to $113,953,136 and $61,736,214 respectively, which represented a combined 96.7% of the Group's total revenue. At contract inception, the Group assesses whether the contract relates to construction and maintenance work under the control of the customer and therefore creates or enhances an asset under the customer's control. For these contracts, revenue is recognised progressively over time with reference to the Group's progress towards completing the construction and maintenance contracts. The measurement of the contract progress is determined based on the percentage of the survey of work certified by the customers ("output method").

Key Audit Matters (cont'd)

(1) Revenue from contracts with customers (cont'd)
[Refer to Notes 2.18(i), 3(iii), 6 and 23 to the financial statements]

In the event when the Group has an onerous contract, under which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received, provision for onerous contract would be recognised as an expense immediately. This provision for onerous contract can include, amongst other things, cost overruns which require further negotiation and settlements that led to adjustments of the total contract costs to complete.

As at 31 December 2024, the contract assets and contract liabilities of the Group relating to the construction and maintenance segments amounted to $23,226,305 and $18,024,032 which accounted for 7.5% of the Group's total assets and 17.0% of the Group's total liabilities respectively.

We focused on this as a key audit matter as significant management assumptions, judgements and estimates are required in:

- Determining the percentage of the survey of work performed;
- Determining the total contract costs to complete for contracts, which were used to determine the provision for onerous contracts;
- Determining the likelihood of the approvals of the contract modifications by the customers and the final approved amounts; and
- Determining the expected credit losses that to assess whether the contract assets are credit-impaired, and the best estimate of the ultimate realisation of the amounts receivable from customers.

How our audit addressed this key audit matter

In obtaining sufficient audit evidence, we have performed the following procedures:

- Reviewed and discussed with management on the Group's revenue recognition policies, including those related to accounting for variable considerations and contract modifications;
- Reviewed new contracts obtained during the financial year and validated the amounts to customer contracts and contract modifications;
- Understood, evaluated and tested key controls over recognition of revenue and contract costs;
- In relation to contract costs, we:
    - Ensured that the contract costs are expensed when incurred except for costs that qualify as assets under other accounting standards, incremental costs to obtain the contracts and costs to fulfil a contract;
    - Verified the costs incurred to relevant suppliers' invoices, sub-contractors' progress claims and reviewed the accrued costs; and
    - Ensured appropriateness of capitalised contract costs and its subsequent measurement.
- In relation to contract liabilities, we:
    - Traced the advance payments from customers to the relevant contracts and bank statement; and
    - Reviewed the revenue recognised in relation to contract liabilities to ensure the revenue recognition aligned with the timing of satisfaction of performance obligations.
- Analysed the actual progress of the contract vis-à-vis the contractually agreed timeline set out in the customer contracts to identify any major delays and/or cost overruns which might result in onerous loss-making contracts;

INDEPENDENT AUDITOR'S REPORT (CONT'D)

To the Members of OKP Holdings Limited

Key Audit Matters (cont'd)

(1) Revenue from contracts with customers (cont'd)
[Refer to Notes 2.18(i), 3(iii), 6 and 23 to the financial statements]

In obtaining sufficient audit evidence, we have performed the following procedures: (cont'd)

- Reviewed and discussed with management on its assessment and policy on expected credit losses of contract assets; and

- Considered the appropriateness of the estimates and judgements used by management in the assessment of expected credit losses of contract assets.

(2) Valuation of investment properties
[Refer to Notes 2.6, 3(i) and 11 to the financial statements]

As at 31 December 2024, the carrying amount of the Group's investment properties amounted to $79,015,000 which accounted for 25.6% of the Group's total assets.

The investment properties which are located in Australia and Singapore, are measured at fair values.

For the investment property in Australia, the external independent professional valuers ("valuers") used the capitalisation method whilst for the investment properties in Singapore, the valuers used the direct comparison method to determine the fair values of the investment properties.

We focused on this as a key audit matter as the determination of the fair values of the investment properties are highly dependent on a range of assumptions and estimates (including, amongst others, the rental and rental growth rates, discount rates, terminal capitalisation rates and market prices of comparable properties adjusted for differences in key attributes such as property size, tenure and type) used by the valuers. These assumptions and estimates were based on local market conditions prevailing at the balance sheet date.

How our audit addressed this key audit matter

In obtaining sufficient audit evidence, we have performed the following procedures:

- Assessed the Group's processes for the selection of valuers, the determination of the scope of work, and the review and acceptance of the valuations reported by the valuers;

- Evaluated the qualifications and competency of the valuers. We also read the valuers' terms of engagement with the Group to determine whether there were any matters that might have affected their objectivity or limitation the scope of their work;

- Obtained the valuation reports from the valuers and together with our internal valuation specialists, reviewed and evaluated the appropriateness of the valuation methodologies and significant underlying assumptions used in the valuations. We also tested the integrity of information including underlying lease and financial information provided to the valuers and compared the discount rates, terminal capitalisation rates and market prices of comparable properties adjusted for differences in key attributes such as property size, tenure and type used by the valuers; and

- Considered the adequacy of the disclosures in the financial statements.

Key Audit Matters (cont'd)

(3) Expected credit loss ("ECL") of other receivables – loans to associated companies
[Refer to Notes 2.9(ii), 3(iv), 12 and 33(b) to the financial statements]

As at 31 December 2024, the Group has extended loans to associated companies amounted to $11,912,499. The loans are for the purpose of operating and development activities of the associated companies. The Group has recognised a loss allowance amounted to $4,700,000.

In accordance with SFRS(I) 9 *Financial Instruments*, the Group is required to recognise ECL on financial assets. For other receivables, the Group has applied the general approach and measured loss allowance at an amount equal to the 12-month ECL. When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating the 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 Group's historical experience and informed credit assessment.

We focused on this as a key audit matter due to the significance of management's judgements and assumptions in assessing the credit worthiness of the associated companies during their impairment assessment on the loans. Management's judgements and assumptions involved projecting the financial performance, financial position, and liquidity of the associated companies.

How our audit addressed this key audit matter

In obtaining sufficient audit evidence, we have performed the following procedures:

- Obtained an understanding and evaluated the Group's processes on ECL assessment for other receivables;
- Evaluated management's assessment and determination of ECL on the Group's other receivables by reviewing the reasonableness of key judgements and assumptions used in projecting the financial performance, financial position, and liquidity of the associated companies; and
- Reviewed and considered the adequacy of the disclosures made in the financial statements in respect of the credit risk of other receivables.

Other Information

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.

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, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of 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 (CONT'D)

To the Members of OKP Holdings 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:

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

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

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

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our 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.

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

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

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

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

INDEPENDENT AUDITOR'S REPORT (CONT'D)

To the Members of OKP Holdings Limited

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 director on the audit resulting in this independent auditor's report is Teh Yeu Horng.

CLA Global TS Public Accounting Corporation
Public Accountants and Chartered Accountants

Singapore

17 March 2025

BALANCE SHEETS

As at 31 December 2024

		Group		Company	
	Note	**2024**	**2023**	**2024**	**2023**
		$	**$**	**$**	**$**
ASSETS					
Current assets					
Cash and cash equivalents	4	130,774,815	87,639,038	2,105,930	2,118,148
Trade and other receivables	5	18,637,889	7,188,655	32,249,506	26,434,152
Contract assets	6(b)	23,226,305	27,303,116	–	–
Inventories	7	1,232,571	994,434	–	–
		173,871,580	123,125,243	34,355,436	28,552,300
Non-current assets					
Investments in subsidiary corporations	8	–	–	19,534,144	19,534,144
Investment in a joint venture	9	79,641	77,753	–	–
Investments in associated companies	10	5,466,982	2,003,705	–	–
Investment properties	11	79,015,000	83,232,114	–	–
Other receivables	12	3,075,250	6,603,939	1,307,057	1,246,788
Property, plant and equipment	13	41,529,696	39,616,698	12,861,058	12,896,131
Intangible assets	15	1,687,551	1,689,871	–	2,320
Other investments at amortised cost	16	2,005,108	2,004,964	–	–
Deferred income tax assets	19	2,231,052	1,121,365	5,014	–
		135,090,280	136,350,409	33,707,273	33,679,383
Total assets		308,961,860	259,475,652	68,062,709	62,231,683
LIABILITIES					
Current liabilities					
Trade and other payables	17	39,010,683	39,748,492	10,741,025	13,935,907
Contract liabilities	6(b)	18,024,032	–	–	–
Borrowings	18	12,024,406	12,295,230	1,831	1,758
Current income tax liabilities	29(b)	6,456,330	3,094,992	188,853	205,368
		75,515,451	55,138,714	10,931,709	14,143,033
Non-current liabilities					
Trade and other payables	17	9,980,168	13,303,532	–	–
Borrowings	18	18,158,408	19,695,946	5,355	7,253
Deferred income tax liabilities	19	2,239,545	1,874,839	–	9,522
		30,378,121	34,874,317	5,355	16,775
Total liabilities		105,893,572	90,013,031	10,937,064	14,159,808
NET ASSETS		203,068,288	169,462,621	57,125,645	48,071,875
EQUITY					
Capital and reserves attributable to equity holders of the Company					
Share capital	20	36,832,301	36,832,301	36,832,301	36,832,301
Treasury shares	20	(234,974)	(234,974)	(234,974)	(234,974)
Other reserves	21	1,458,988	5,679,528	–	–
Retained profits	22	148,537,916	119,437,794	20,528,318	11,474,548
		186,594,231	161,714,649	57,125,645	48,071,875
Non-controlling interests	8	16,474,057	7,747,972	–	–
Total equity		203,068,288	169,462,621	57,125,645	48,071,875

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

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 December 2024

	Note	Group 2024 $	Group 2023 $
Revenue	23	181,751,868	160,392,274
Cost of sales	24	(123,570,793)	(135,670,717)
Gross profit		58,181,075	24,721,557
Other (losses)/gains, net			
– Impairment loss on other receivables	33(b)	–	(4,200,000)
– Others	25	(506,539)	51,134,283
Expenses			
– Administrative		(17,790,564)	(18,673,500)
– Finance	28	(2,048,589)	(2,064,911)
Share of profit of associated companies and a joint venture	9,10	221,476	204,234
Profit before income tax		38,056,859	51,121,663
Income tax expense	29(a)	(5,287,244)	(3,672,477)
Net profit		32,769,615	47,449,186
Other comprehensive loss, net of tax:			
Items that may be reclassified subsequently to profit or loss:			
– Currency translation differences arising from consolidation – loss		(53,906)	(38,869)
Items that will not be reclassified subsequently to profit or loss:			
– Currency translation differences arising from consolidation – loss		(51,792)	(37,345)
	21(b)(ii)	(105,698)	(76,214)
Total comprehensive income		32,663,917	47,372,972
Profit/(loss) attributable to:			
Equity holders of the company		33,704,546	44,619,484
Non-controlling interests		(934,931)	2,829,702
		32,769,615	47,449,186
Total comprehensive income/(loss) attributable to:			
Equity holders of the company		33,650,640	44,580,615
Non-controlling interests		(986,723)	2,792,357
		32,663,917	47,372,972
Earnings per share attributable to equity holders of the Company (cents per share)			
– Basic	30	10.98	14.54
– Diluted	30	10.98	14.54

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

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the financial year ended 31 December 2024

		← Attributable to equity holders of the Company					→	
	Note	**Share capital**	**Treasury shares**	**Other reserves**	**Retained profits**	**Total**	**Non-controlling interests**	**Total equity**
		$	**$**	**$**	**$**	**$**	**$**	**$**
2024								
Beginning of financial year		36,832,301	(234,974)	5,679,528	119,437,794	161,714,649	7,747,972	169,462,621
Profit/(loss) for the financial year		–	–	–	33,704,546	33,704,546	(934,931)	32,769,615
Other comprehensive loss for the financial year		–	–	(53,906)	–	(53,906)	(51,792)	(105,698)
Total comprehensive (loss)/income for the financial year		–	–	(53,906)	33,704,546	33,650,640	(986,723)	32,663,917
Fair value adjustment on interest-free loan	21(b)(iii)	–	–	(4,166,634)	–	(4,166,634)	9,712,808	5,546,174
Dividends	31	–	–	–	(4,604,424)	(4,604,424)	–	(4,604,424)
End of financial year		36,832,301	(234,974)	1,458,988	148,537,916	186,594,231	16,474,057	203,068,288
2023								
Beginning of financial year		36,832,301	(234,974)	3,659,659	78,501,849	118,758,835	4,955,615	123,714,450
Profit for the financial year		–	–	–	44,619,484	44,619,484	2,829,702	47,449,186
Other comprehensive loss for the financial year		–	–	(38,869)	–	(38,869)	(37,345)	(76,214)
Total comprehensive (loss)/income for the financial year		–	–	(38,869)	44,619,484	44,580,615	2,792,357	47,372,972
Fair value adjustment on interest-free loan	21(b)(iii)	–	–	2,058,738	–	2,058,738	–	2,058,738
Dividends	31	–	–	–	(3,683,539)	(3,683,539)	–	(3,683,539)
End of financial year		36,832,301	(234,974)	5,679,528	119,437,794	161,714,649	7,747,972	169,462,621

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

CONSOLIDATED STATEMENT OF CASH FLOWS

For the financial year ended 31 December 2024

	Note	2024 $	2023 $
Cash flows from operating activities			
Net profit		32,769,615	47,449,186
Adjustments for:			
– Income tax expense	29(a)	5,287,244	3,672,477
– Depreciation of property, plant and equipment	26	6,135,197	5,098,498
– Amortisation of intangible assets	26	2,320	16,180
– Net fair value loss/(gain) on investment properties	25	2,935,973	(4,902,632)
– Net gain on disposal of property, plant and equipment	25	(59,505)	(113,874)
– Property, plant and equipment written off	25	2,900	–
– Gain on lease modification	25	–	(3,447)
– Impairment loss on other receivables	33(b)	–	4,200,000
– Foreign exchange losses/(gains)		978,625	(281,270)
– Share of profit of associated companies and a joint venture	9,10	(221,476)	(204,234)
– Interest income – bank deposits	25	(2,561,821)	(1,398,011)
– Interest income – other investments at amortised cost	25	(35,787)	(34,556)
– Interest expense	28	2,048,589	2,064,911
Operating cash flow before working capital changes		47,281,874	55,563,228
Change in working capital:			
– Inventories		(238,137)	597,150
– Trade and other receivables		(11,449,234)	10,746,528
– Contract assets		4,076,811	(3,324,336)
– Trade and other payables		858,387	10,765,670
– Contract liabilities		18,024,032	–
Cash generated from operations		58,553,733	74,348,240
– Interest received		2,561,821	1,398,011
– Income tax paid	29(b)	(2,787,499)	(495,830)
Net cash generated from operating activities		58,328,055	75,250,421
Cash flows from investing activities			
– Additions to property, plant and equipment		(3,986,676)	(4,916,081)
– Additions to investment properties	11	(806,103)	–
– Proceeds from disposal of property, plant and equipment		87,509	196,808
– Advances to associated companies		(750,000)	(1,000,000)
– Repayment of loan by associated companies		1,035,000	3,375,000
– Interest received		35,643	34,502
Net cash used in investing activities		(4,384,627)	(2,309,771)

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

CONSOLIDATED STATEMENT OF CASH FLOWS (CONT'D)

For the financial year ended 31 December 2024

	Note	2024 $	2023 $
Cash flows from financing activities			
– Principal payment of lease liabilities		(3,853,551)	(2,131,971)
– Advance from a non-controlling interest		588,000	906,500
– Repayment of borrowings		(1,281,727)	(4,731,067)
– Interest paid		(1,573,377)	(1,615,126)
– Dividends paid to equity holders of the Company	31	(4,604,424)	(3,683,539)
– Bank deposits pledged		(569,913)	(718,466)
Net cash used in financing activities		(11,294,992)	(11,973,669)
Net increase in cash and cash equivalents		42,648,436	60,966,981
Cash and cash equivalents			
Beginning of financial year		81,745,190	20,794,597
Effects of currency translation on cash and cash equivalents		(82,572)	(16,388)
End of financial year	4	124,311,054	81,745,190

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

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

The financial statements of the Group for the financial year ended 31 December 2024 were authorised for issue in accordance with a resolution of the Board of Directors of OKP Holdings Limited on 17 March 2025.

1 GENERAL INFORMATION

OKP Holdings Limited (the "Company") is listed on the Singapore Exchange Securities Trading Limited ("SGX-ST") and incorporated and domiciled in Singapore. The address of its registered office is 30 Tagore Lane, Singapore 787484.

The principal activities of the Company are those relating to investment holding and the provision of management services to its subsidiary corporations. The principal activities of the subsidiary corporations are set out in Note 8 to the financial statements.

The Company's immediate and ultimate holding corporation is Or Kim Peow Investments Pte. Ltd., incorporated in Singapore.

2 MATERIAL ACCOUNTING POLICIES

2.1 Basis of preparation

These financial statements have been prepared in accordance with the Singapore Financial Reporting Standards (International) ("SFRS(I)") under the historical cost convention, except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with SFRS(I) requires management to exercise its judgement in the process of applying the Group's accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3 to the financial statements.

2.2 Interpretations and amendments to published standards effective in 2024

On 1 January 2024, the Group has adopted the new or amended SFRS(I) and Interpretations of SFRS(I) ("INT SFRS(I)") that are mandatory for application for the financial year. Changes to the Group's accounting policies have been made as required, in accordance with the transitional provisions in the respective SFRS(I) and INT SFRS(I).

The adoption of these new or amended SFRS(I) and INT SFRS(I) did not result in substantial changes to the Group's accounting policies and had no material effect on the amounts reported for the current or prior financial years.

2.3 Group accounting

(i) Subsidiary corporations

(a) Consolidation

Subsidiary corporations are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group 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 to direct the activities of the entity. Subsidiary corporations are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date on which control ceases.

In preparing the consolidated financial statements, transactions and balances and unrealised gains on transactions between group entities are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment indicator of the transferred asset. Accounting policies of subsidiary corporations have been changed where necessary to ensure consistency with the policies adopted by the Group.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

2 MATERIAL ACCOUNTING POLICIES (CONT'D)

2.3 Group accounting (cont'd)

*(i) **Subsidiary corporations** (cont'd)*

*(a) **Consolidation** (cont'd)*

Non-controlling interests comprise the portion of a subsidiary corporation's net results of operations and its net assets, which is attributable to the interests that are not owned directly or indirectly by the equity holders of the Company. They are shown separately in the consolidated statement of comprehensive income, statement of changes in equity, and balance sheet. Total comprehensive income is attributed to the non-controlling interests based on their respective interests in a subsidiary corporation, even if this results in the non-controlling interests having a deficit balance.

*(b) **Acquisitions***

The acquisition method of accounting is used to account for business combinations entered into by the Group.

The consideration transferred for the acquisition of a subsidiary corporation or business comprises the fair value of the assets transferred, the liabilities incurred and the equity interests issued by the Group. The consideration transferred also includes any contingent consideration arrangement and any pre-existing equity interests in the subsidiary corporation measured at their fair values at the acquisition date.

Acquisition-related costs are expensed as incurred.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date.

On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree at the date of acquisition either at fair value or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

The excess of the (i) consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interests in the acquiree over the (ii) fair value of the identifiable net assets acquired is recorded as goodwill. Please refer to the paragraph "Intangible assets – Goodwill" for the subsequent accounting policy on goodwill.

*(c) **Disposals***

When a change in the Group's ownership interest in a subsidiary corporation result in a loss of control over the subsidiary corporation, the assets and liabilities of the subsidiary corporation including any goodwill are derecognised. Amounts previously recognised in other comprehensive income in respect of that entity are also reclassified to profit or loss or transferred directly to retained earnings if required by a specific SFRS(I).

Any retained equity interests in the entity is remeasured at fair value. The difference between the carrying amount of the retained interests at the date when control is lost and its fair value is recognised in profit or loss.

Please refer to the paragraph "Investments in subsidiary corporations, joint ventures and associated companies" for the accounting policy on investments in subsidiary corporations in the separate financial statements of the Company.

2 MATERIAL ACCOUNTING POLICIES (CONT'D)

2.3 Group accounting (cont'd)

(ii) Transactions with non-controlling interests

Changes in the Group's ownership interest in a subsidiary corporation that do not result in a loss of control over the subsidiary corporation are accounted for as transactions with equity owners of the Company. Any difference between the change in the carrying amounts of the non-controlling interest and the fair value of the consideration paid or received is recognised within equity attributable to the equity holders of the Company.

(iii) Associated companies and joint ventures

Associated companies are entities over which the Group has significant influence, but not control, generally accompanied by a shareholding giving rise to voting rights of 20% and above.

Joint ventures are entities over which the Group has joint control as a result of contractual arrangements, and rights to the net assets of the entities.

Investments in associated companies and joint ventures are accounted for in the consolidated financial statements using the equity method of accounting less impairment losses, if any.

(a) Acquisitions

Investments in associated companies and joint ventures are initially recognised at cost. The cost of an acquisition is measured at the fair value of the assets given, equity instruments issued or liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the acquisition. Goodwill on associated companies and joint ventures represents the excess of the cost of acquisition of the associated company or joint venture over the Group's share of the fair value of the identifiable net assets of the associated company or joint venture and is included in the carrying amount of the investments.

(b) Equity method of accounting

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise Group's share of its associated companies' or joint ventures' post-acquisition profits or losses of the investee in profit or loss and its share of movements in other comprehensive income of the investee's other comprehensive income. Dividends received or receivable from the associated companies or joint ventures are recognised as a reduction of the carrying amount of the investments. When the Group's share of losses in an associated company or joint venture equals to or exceeds its interest in the associated company or joint venture, the Group does not recognise further losses, unless it has legal or constructive obligations to make, or has made, payments on behalf of the associated company or joint venture. If the associated company or joint venture subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised. Interest in associated companies and joint ventures include any long-term loans for which settlement is never planned nor likely to occur in the foreseeable losses.

Unrealised gains on transactions between the Group and its associated companies or joint ventures are eliminated to the extent of the Group's interest in the associated companies or joint ventures. Unrealised losses are also eliminated unless the transactions provide evidence of impairment of the assets transferred. The accounting policies of associated companies or joint ventures are changed where necessary to ensure consistency with the accounting policies adopted by the Group.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

2 MATERIAL ACCOUNTING POLICIES (CONT'D)

2.3 Group accounting (cont'd)

(iii) Associated companies and joint ventures *(cont'd)*

(c) Disposals

Investments in associated companies or joint ventures are derecognised when the Group loses significant influence or joint control. If the retained equity interest in the former associated company or joint venture is a financial asset, the retained equity interest is remeasured at fair value. The difference between the carrying amount of the retained interest at the date when significant influence or joint control is lost, and its fair value and any proceeds on partial disposal, is recognised in profit or loss.

Please refer to the paragraph "Investment in subsidiary corporations, joint ventures and associated companies" for the accounting policy on investments in joint ventures and associated companies in the separate financial statements of the Company.

2.4 Property, plant and equipment

(i) Measurement

(a) Property, plant and equipment

Property, plant and equipment are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses.

(b) Components of costs

The cost of an item of property, plant and equipment initially recognised includes its purchase price and any cost that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Cost also includes borrowing costs.

(ii) Depreciation

Freehold land is not depreciated. Depreciation on other items of property, plant and equipment is calculated using the straight-line method to allocate their depreciable amounts over their estimated useful lives as follows:

	Useful lives
Building	50 years
Leasehold property	15 years
Plant and machinery	10 years
Motor vehicles	5 - 10 years
Office equipment	5 - 10 years
Furniture and fittings	5 - 10 years
Renovation	5 years
Signboard	10 years

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are recognised in profit or loss when the changes arise.

2 MATERIAL ACCOUNTING POLICIES (CONT'D)

2.4 Property, plant and equipment (cont'd)

(iii) Subsequent expenditure

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

(iv) Disposal

On disposal of an item of property, plant and equipment, the difference between the disposal proceeds and its carrying amount is recognised in profit or loss. Any amount in revaluation reserve relating to that item is transferred to retained profits directly.

2.5 Intangible assets

(i) Goodwill

Goodwill on acquisitions of subsidiary corporations and businesses, represents the excess of (i) the sum of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over (ii) the fair value of the identifiable net assets acquired. Goodwill on subsidiary corporations is recognised separately as intangible assets and carried at cost less accumulated impairment losses.

Goodwill on acquisitions of joint ventures and associated companies represents the excess of the cost of the acquisition over the Group's share of the fair value of the identifiable net assets acquired. Goodwill on joint ventures and associated companies is included in the carrying amount of the investments.

Gains and losses on the disposal of subsidiary corporations, joint ventures and associated companies include the carrying amount of goodwill relating to the entity sold.

(ii) Acquired computer software licences

Acquired computer software licences are initially capitalised at cost which includes the purchase prices (net of any discounts and rebates) and other directly attributable costs of preparing the asset for its intended use. Direct expenditures including employee costs, which enhance or extend the performance of computer software beyond its specifications and which can be reliably measured, are added to the original cost of the software. Costs associated with maintaining the computer software are expensed off when incurred.

Computer software licences are subsequently carried at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised to profit or loss using the straight-line method over their estimated useful lives of five years.

The amortisation period and amortisation method of intangible assets other than goodwill are reviewed at least at each balance sheet date. The effects of any revision are recognised in profit or loss when the changes arise.

2.6 Investment properties

Investment properties include freehold and leasehold properties that are held for long-term rental yields and/or for capital appreciation.

Investment properties are initially recognised at cost and subsequently carried at fair value, determined annually by independent professional valuers on the highest and best use basis. Changes in fair values are recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

2 MATERIAL ACCOUNTING POLICIES (CONT'D)

2.6 Investment properties (cont'd)

Investment properties are subject to renovations or improvements at regular intervals. The cost of major renovations and improvements is capitalised and the carrying amounts of the replaced components are recognised in profit or loss. The cost of maintenance, repairs and minor improvements is recognised in profit or loss when incurred.

On disposal of an investment property, the difference between the disposal proceeds and the carrying amount is recognised in profit or loss.

2.7 Investments in subsidiary corporations, joint ventures and associated companies

Investments in subsidiary corporations, joint ventures and associated companies are carried at cost less accumulated impairment losses in the Company's balance sheet. On disposal of such investments, the difference between disposal proceeds and the carrying amounts of the investments are recognised in profit or loss.

2.8 Impairment of non-financial assets

(i) Goodwill

Goodwill recognised separately as an intangible asset is tested for impairment annually and whenever there is indication that the goodwill may be impaired.

For the purpose of impairment testing of goodwill, goodwill is allocated to each of the Group's cash-generating units ("CGU") expected to benefit from synergies arising from the business combination.

An impairment loss is recognised when the carrying amount of a CGU, including the goodwill, exceeds the recoverable amount of the CGU. The recoverable amount of a CGU is the higher of the CGU's fair value less cost to sell and value-in-use.

The total impairment loss of a CGU is allocated first to reduce the carrying amount of goodwill allocated to the CGU and then to the other assets of the CGU pro-rata on the basis of the carrying amount of each asset in the CGU.

An impairment loss on goodwill is recognised as an expense and is not reversed in a subsequent period.

(ii) Intangible assets
Property, plant and equipment
Right-of-use assets
Investments in subsidiary corporations, joint ventures and associated companies

Intangible assets, property, plant and equipment, right-of-use assets and investments in subsidiary corporations, joint ventures and associated companies are tested for impairment whenever there is any objective evidence or indication that these assets may be impaired.

For the purpose of impairment testing, the recoverable amount (i.e. the higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash inflows that are largely independent of those from other assets. If this is the case, the recoverable amount is determined for the CGU to which the asset belongs.

If the recoverable amount of the asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount.

The difference between the carrying amount and recoverable amount is recognised as an impairment loss in profit or loss.

2 MATERIAL ACCOUNTING POLICIES (CONT'D)

2.8 Impairment of non-financial assets (cont'd)

(ii) Intangible assets
Property, plant and equipment
Right-of-use assets
Investments in subsidiary corporations, joint ventures and associated companies (cont'd)

For an asset other than goodwill, management assesses at the end of the reporting period whether there is any indication that an impairment recognised in prior periods may no longer exist or may have decreased. If any such indication exists, the recoverable amount of that asset is estimated and may result in a reversal of impairment loss. The carrying amount of this asset is increased to its revised recoverable amount, provided that this amount does not exceed the carrying amount that would have been determined (net of any accumulated amortisation or depreciation) had no impairment loss been recognised for the asset in prior years.

A reversal of impairment loss for an asset other than goodwill is recognised in profit or loss.

2.9 Financial assets

(i) Classification and measurement

The Group classifies its financial assets at amortised cost. The classification depends on the Group's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial asset.

The Group reclassifies debt instruments when and only when its business model for managing those assets changes.

<u>At initial recognition</u>

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

<u>At subsequent measurement</u>

Debt instruments

Debt instruments mainly comprise of cash and cash equivalents, trade and other receivables, listed and unlisted debt securities.

Debt instruments that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt instrument that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in interest income using the effective interest rate method.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

2 MATERIAL ACCOUNTING POLICIES (CONT'D)

2.9 Financial assets (cont'd)

(ii) Impairment

The Group assesses on a forward-looking basis the expected credit losses associated with its debt financial assets carried at amortised cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk. The credit risk note details how the Group determines whether there has been a significant increase in credit risk.

For trade receivables and contract assets, the Group applies the simplified approach permitted by the SFRS(I) 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

(iii) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date – the date on which the Group commits to purchase or sell the asset.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership.

On disposal of a debt instrument, the difference between the carrying amount and the sale proceeds is recognised in profit or loss. Any amount previously recognised in other comprehensive income relating to that asset is reclassified to profit or loss.

On disposal of an equity investment, the difference between the carrying amount and sales proceed is recognised in profit or loss if there was no election made to recognise fair value changes in other comprehensive income. If there was an election made, any difference between the carrying amount and sales proceed amount would be recognised in other comprehensive income and transferred to retained profits along with the amount previously recognised in other comprehensive income relating to that asset.

2.10 Offsetting of financial instruments

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is a legally enforceable right to offset and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

2.11 Financial guarantees

The Company has issued corporate guarantees to banks for bank borrowings of its subsidiary corporations and associated companies. These guarantees are financial guarantees as they require the Company to reimburse the banks if the subsidiary corporations and associated companies fail to make principal or interest payments when due in accordance with the terms of their borrowings. Intra-Group transactions are eliminated on consolidation.

Financial guarantee contracts are initially measured at fair value and subsequently measured at the higher of:

(i) Amount initially recognised less the cumulative amount of income recognised in accordance with the principles of SFRS(I) 15; and

(ii) The amount of expected loss computed using the impairment methodology under SFRS(I) 9.

2 MATERIAL ACCOUNTING POLICIES (CONT'D)

2.12 Borrowings

Borrowings are presented as current liabilities unless, at the end of balance sheet date, the Group has the right to defer settlement for at least 12 months after the balance sheet date, in which case they are presented as non-current liabilities.

Covenants that the Group is required to comply with on or before the end of the balance sheet date are considered in classifying loan arrangement with covenants as current or non-current. Covenants that the Group is required to comply with after the balance sheet date do not affect the classification at the balance sheet.

Borrowings are initially recognised at fair value (net of transaction costs) and subsequently carried at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method.

2.13 Borrowing costs

Borrowing costs are recognised in profit or loss using the effective interest method except for those costs that are directly attributable to the construction. This includes those costs on borrowings acquired specifically for the construction, as well as those in relation to general borrowings used to finance the construction.

Borrowing costs on general borrowings are capitalised by applying a capitalisation rate to construction that are financed by general borrowings.

2.14 Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Group prior to the end of financial year which are unpaid. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). Otherwise, they are presented as non-current liabilities.

Trade and other payables are initially recognised at fair value, and subsequently carried at amortised cost using the effective interest method.

2.15 Fair value estimation of financial assets and liabilities

The fair values of financial instruments traded in active markets (such as exchange-traded and over-the-counter securities and derivatives) are based on quoted market prices at the balance sheet date. The quoted market prices used for financial assets are the current bid prices; the appropriate quoted market prices used for financial liabilities are the current asking prices.

The fair values of current financial assets and liabilities carried at amortised cost approximate their carrying amounts.

2.16 Leases

(i) When the Group is the lessee

At the inception of the contract, the Group assesses if the contract contains a lease. A contract contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Reassessment is only required when the terms and conditions of the contract are changed.

(a) Right-of-use assets

The Group recognised a right-of-use asset and lease liability at the date which the underlying asset is available for use. Right-of-use assets are measured at cost which comprises the initial measurement of lease liabilities adjusted for any lease payments made at or before the commencement date and lease incentive received. Any initial direct costs that would not have been incurred if the lease had not been obtained are added to the carrying amount of the right-of-use assets.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

2 MATERIAL ACCOUNTING POLICIES (CONT'D)

2.16 Leases (cont'd)

(i) When the Group is the lessee (cont'd)

(a) Right-of-use assets *(cont'd)*

These right-of-use assets are subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Right-of-use assets (except for those which meets the definition of an investment property) are presented within "Property, plant and equipment".

(b) Lease liabilities

The initial measurement of lease liability is measured at the present value of the lease payments discounted using the implicit rate in the lease, if the rate can be readily determined. If that rate cannot be readily determined, the Group shall use its incremental borrowing rate.

Lease payments include the following:

- Fixed payment (including in-substance fixed payments), less any lease incentives receivables;
- Variable lease payment that are based on an index or rate, initially measured using the index or rate as at the commencement date;
- Amount expected to be payable under residual value guarantees;
- The exercise price of a purchase option if is reasonably certain to exercise the option;
- Lease payments to be made under an extension option if the Group is reasonably certain to exercise the option; and
- Payment of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

For contract that contain both lease and non-lease components, the Group allocates the consideration to each lease component on the basis of the relative stand-alone price of the lease and non-lease component. The Group has elected to not separate lease and non-lease component for property leases and account these as one single lease component.

Lease liabilities are measured at amortised cost using the effective interest method. Lease liabilities shall be remeasured when:

- There is a change in future lease payments arising from changes in an index or rate;
- There is a change in the Group's assessment of whether it will exercise an extension option; or
- There is a modification in the scope or the consideration of the lease that was not part of the original term.

Lease liabilities are remeasured with a corresponding adjustment to the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

2 MATERIAL ACCOUNTING POLICIES (CONT'D)

2.16 Leases (cont'd)

(i) When the Group is the lessee (cont'd)

(c) Short term and low value leases

The Group has elected to not recognise right-of-use assets and lease liabilities for short-term leases that have lease terms of 12 months or less and leases of low value leases, except for sublease arrangements. Lease payments relating to these leases are expensed to profit or loss on a straight-line basis over the lease term.

(d) Variable lease payments

Variable lease payments that are not based on an index or a rate are not included as part of the measurement and initial recognition of the lease liability. The Group shall recognise those lease payments in profit or loss in the periods that triggered those lease payments. Details of the variable lease payments are disclosed in Note 14 to the financial statements.

(ii) When the Group is the lessor

The Group leases investment properties under operating leases to non-related parties.

Leases where the Group retains substantially all risks and rewards incidental to ownership are classified as operating leases. Rental income from operating leases (net of any incentives given to the lessees) is recognised in profit or loss on a straight-line basis over the lease term.

Initial direct costs incurred by the Group in negotiating and arranging operating leases are added to the carrying amount of the leased assets and recognised as an expense in profit or loss over the lease term on the same basis as the lease income.

Contingent rents are recognised as income in profit or loss when earned.

2.17 Inventories

Inventories are carried at the lower of cost and net realisable value. Cost is determined using the first-in, first-out method. The cost comprises raw materials and net realisable value is the estimated selling price in the ordinary course of business, less the applicable variable selling expenses.

2.18 Revenue recognition

(i) Revenue from construction and maintenance contracts

The road and building construction and maintenance for customers are through fixed-price contracts. Revenue is recognised when the control has been transferred to the customer. At contract inception, the Group assesses whether the Group transfers control of the asset construction 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.

The construction asset has no alternative use for the Group due to contractual restriction, and the Group has enforceable rights to payment arising from the contractual terms. For these contracts, revenue is recognised over time by reference to the Group's progress towards completing the construction of the asset. The measure of progress is determined based on surveys of work performed ("output method"). Costs incurred that are not related to the contract or that do not contribute towards satisfying a performance obligation are expensed as incurred.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

2 MATERIAL ACCOUNTING POLICIES (CONT'D)

2.18 Revenue recognition (cont'd)

(i) Revenue from construction and maintenance contracts (cont'd)

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

Estimates of revenues, costs or extent of progress toward 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.

If the value of the goods transferred by the Group exceed the payments, a contract asset is recognised. If the payments exceed the value of the goods transferred, a contract liability is recognised.

For costs incurred in fulfilling the contract which are within the scope of another SFRS(I), these have been accounted for in accordance with those other SFRS(I). If these are not within the scope of another SFRS(I), the Group will capitalise these as contract costs assets 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 over time. 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.

(ii) Interest income

Interest income, including income arising from other financial instruments, is recognised using the effective interest method.

(iii) Rental income

Rental income from investment properties (net of any incentives given to the lessees) is recognised on a straight-line basis over the lease term.

(iv) Sale of materials

Revenue from sale of materials is recognised at the point in time when control of the asset is transferred to the customers, typically on delivery.

(v) Administrative income

Revenue from administrative income is recognised over time when services have been performed and rendered.

2.19 Income taxes

Current income tax for current and prior periods is recognised at the amount expected to be paid to or recovered from the tax authorities, using the tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a tax authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

2 MATERIAL ACCOUNTING POLICIES (CONT'D)

2.19 Income taxes (cont'd)

Deferred income tax is recognised for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements except when the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profit or loss at the time of the transaction.

A deferred income tax liability is recognised on temporary differences arising on investments in subsidiary corporations, joint ventures and associated companies, except where the Group is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

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

Deferred income tax is measured:

(i) at the tax rates that are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted by the balance sheet date; and

(ii) based on the tax consequence that will follow from the manner in which the Group expects, at the balance sheet date, to recover or settle the carrying amounts of its assets and liabilities except for investment properties. Investment property measured at fair value is presumed to be recovered entirely through sale.

Current and deferred income taxes are recognised as income or expense in profit or loss, except to the extent that the tax arises from a business combination or a transaction which is recognised directly in equity. Deferred tax arising from a business combination is adjusted against goodwill on acquisition.

The Group accounts for investment tax credits similar to accounting for other tax credits where deferred tax asset is recognised for unused tax credits to the extent that it is probable that future taxable profit will be available against which the unused tax credit can be utilised.

2.20 Provisions

Provisions for legal claims are recognised when the Group has a present legal or constructive obligation as a result of past events, it is more likely than not that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pre-tax discount rate that reflects the current market assessment of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised in the statement of comprehensive income as "Finance expense".

Present obligations arising under onerous contracts are recognised and measured as provisions. An onerous contract is considered to exist where the Group has a contract under which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received under it.

2.21 Employee compensation

Employee benefits are recognised as an expense, unless the cost qualifies to be capitalised as an asset.

(i) Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Group pays fixed contributions into separate entities such as the Central Provident Fund on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

2 MATERIAL ACCOUNTING POLICIES (CONT'D)

2.21 Employee compensation (cont'd)

(ii) Employee leave entitlements

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

(iii) Profit sharing and bonus plan

The Group recognises a liability and an expense for bonuses and profit-sharing, based on a formula that takes into consideration the profit attributable to the Company's shareholders after certain adjustments. The Group recognises a provision when it is contractually obliged to pay or when there is a past practice that has created a constructive obligation to pay.

(iv) Share-based compensation

The Group operates an equity-settled, share-based compensation plan. The value of the employee services received in exchange for the grant of shares is recognised as an expense with a corresponding increase in the share-based compensation reserve over the vesting period. The total amount to be recognised over the vesting period is determined by reference to the fair value of the performance shares granted on the date of the grant. Non-market vesting conditions are included in the estimation of the number of shares under the share-based compensation plan that are expected to be released on the vesting date.

At each balance sheet date, the Group revises its estimates of the number of shares under the share-based compensation plan that are expected to be awarded on the vesting date and recognises the impact of the revision of the estimates in the statement of comprehensive income, with a corresponding adjustment to the Performance Share Scheme reserve over the remaining vesting period.

When the shares are awarded, the related balance previously recognised in the share-based payment reserve are credited to the share capital account, when new ordinary shares are issued.

2.22 Currency translation

(i) Functional and presentation currency

Items included in the financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates ("functional currency"). The financial statements are presented in Singapore Dollar ("$"), which is the functional currency of the Company.

(ii) Transactions and balances

Transactions in a currency other than the functional currency ("foreign currency") are translated into the functional currency using the exchange rates at the dates of the transactions. Currency exchange differences resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at the closing rates at the balance sheet date are recognised in profit or loss. Monetary items include primarily financial assets (other than equity investments), contract assets and financial liabilities. However, in the consolidated financial statements, currency translation differences arising from borrowings in foreign currencies and other currency instruments designated and qualifying as net investment hedges and net investment in foreign operations, are recognised in other comprehensive income and accumulated in the currency translation reserve.

When a foreign operation is disposed of or any loan forming part of the net investment of the foreign operation is repaid, a proportionate share of the accumulated currency translation differences is reclassified to profit or loss, as part of the gain or loss on disposal.

2 MATERIAL ACCOUNTING POLICIES (CONT'D)

2.22 Currency translation (cont'd)

(ii) Transactions and balances (cont'd)

Foreign exchange gains and losses that relate to borrowings are presented in the income statement within "Finance expense". All other foreign exchange gains and losses impacting profit or loss are presented in the income statement within "Other (losses)/gains, net".

Non-monetary items measured at fair values in foreign currencies are translated using the exchange rates at the date when the fair values are determined.

(iii) Translation of Group entities' financial statements

The results and financial position of all the Group entities (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

(a) assets and liabilities are translated at the closing exchange rates at the balance sheet date;

(b) income and expenses are translated at average exchange rates (unless the average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated using the exchange rates at the dates of the transactions); and

(c) all resulting currency translation differences are recognised in other comprehensive income and accumulated in the currency translation reserve. These currency translation differences are reclassified to profit or loss on disposal or partial disposal with loss of control of the foreign operation.

Goodwill and fair value adjustments arising on the acquisition of foreign operations are treated as assets and liabilities of the foreign operations and translated at the closing rates at the balance sheet date.

2.23 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the Board of Directors whose members are responsible for allocating resources and assessing performance of the operating segments.

2.24 Contingent liabilities

Determination of the treatment of contingent liabilities in the financial statements is based on management's view of the expected outcome of the applicable contingency. Contingent liabilities are possible but not probable obligations whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain event not wholly within the control of the Group.

2.25 Cash and cash equivalents

For the purpose of presentation in the consolidated statement of cash flows, cash and cash equivalents include cash on hand and deposits with financial institutions which are subject to an insignificant risk of change in value. For cash subjected to restriction, assessment is made on the economic substance of the restriction and whether they meet the definition of cash and cash equivalents.

2.26 Share capital and treasury shares

Ordinary shares are classified as equity. Incremental costs directly attributable to the issuance of new ordinary shares are deducted against the share capital account.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

2 MATERIAL ACCOUNTING POLICIES (CONT'D)

2.26 Share capital and treasury shares (cont'd)

When any entity within the Group purchases the Company's ordinary shares ("treasury shares"), the carrying amount which includes the consideration paid and any directly attributable transaction cost is presented as a component within equity attributable to the Company's equity holders, until they are cancelled, sold or reissued.

When treasury shares are subsequently cancelled, the cost of treasury shares are deducted against the share capital account if the shares are purchased out of capital of the Company, or against the retained profits of the Company if the shares are purchased out of earnings of the Company.

When treasury shares are subsequently sold or reissued pursuant to an employee share option scheme, the cost of treasury shares is reversed from the treasury share account and the realised gain or loss on sale or reissue, net of any directly attributable incremental transaction costs and related income tax, is recognised in the capital reserve.

2.27 Dividends to Company's shareholders

Dividends to the Company's shareholders are recognised when the dividends are approved for payments.

2.28 Government grants

Grants from the government are recognised as a receivable at their fair value when there is reasonable assurance that the grant will be received and the Group will comply with all the attached conditions.

Government grants receivable are recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis. Government grants relating to expenses are shown separately as other income.

Government grants relating to assets are deducted against the carrying amount of the assets.

3 CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(i) Fair value of investment properties

Investment properties are stated at fair value based on valuations primarily by external independent professional valuers ("valuers"). The fair value is determined based on the capitalisation method and direct comparison method.

The determination of the fair value of the investment properties are highly dependent on a range of assumptions and estimates (including, amongst others, the rental and rental growth rates, discount rates, terminal capitalisation rates and market prices of comparable properties adjusted for differences in key attributes such as property size, tenure and types) used by the valuers. These assumptions and estimates were based on local market conditions prevailing at the balance sheet date.

As at 31 December 2024, the carrying amounts of investment properties are $79,015,000 (2023: $83,232,114). Further details are disclosed in Note 11 to the financial statements.

(ii) Impairment of property, plant and equipment

For the financial year ended 31 December 2024, the carrying amounts of property, plant and equipment were $41,529,696 (2023: $39,616,698) as disclosed in Note 13 to the financial statements. Property, plant and equipment mainly consist of land and building, plant and machinery, motor vehicles and right-of-use assets. Management has assessed that there were no objective evidence or indication that the carrying amounts of the Group's property, plant and equipment may not be recoverable as at the balance sheet date, accordingly impairment assessment is not required.

3 CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS (CONT'D)

(iii) Construction contracts

The Group recognises revenue from construction contracts over time by reference to the Group's progress towards completion to the construction. The measurement of progress is determined based on surveys of work performed ("output method") certified by customers. The recognition of construction revenue and costs requires significant management assumptions, judgements and estimates in determining the percentage of the survey of work performed and determining the total contract costs to complete, which were used to determine the provision for onerous contracts and when it is probable that the total contract costs would exceed the total contract revenue and remaining costs. In addition, significant judgements and estimates are required to determine the likelihood of the approvals of the contract modifications by the customers and the final approved amounts.

Management has assessed and of the view that there is no provision for onerous contracts required as at balance sheet date.

Management has also assessed the recoverability of the Group's contract assets (Note 6(b)) and is of the view that there is no allowance for expected credit loss required as at 31 December 2024.

(iv) Impairment of other receivables – loans to associated companies

For the financial year ended 31 December 2024, the gross amounts of loans to associated companies were $11,912,499 (2023: $12,197,499) as disclosed in Note 12 to the financial statements. The Group measures expected credit loss ("ECL") using the general approach. Under the general approach, the loss allowance is measured at an amount equal to 12-month ECL at initial recognition.

At each balance sheet date, the Group assesses whether the credit risk of the loans to associated companies 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 the loans to associated companies has increased significantly since initial recognition and when estimating ECL, the Group considered 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.

The assessment of the correlation between historical observed default rates and ECL is a significant estimate. The amount of ECL is sensitive to changes in circumstances. The Group's historical credit loss experience may also not be representative of the receivables' actual default in the future.

The information about the ECL on the Group's other receivables is disclosed in Note 33(b) to the financial statements.

4 CASH AND CASH EQUIVALENTS

	Group		Company	
	2024	2023	2024	2023
	$	$	$	$
Cash at bank	52,296,841	36,229,158	1,312,132	1,387,367
Short-term bank deposits	78,477,974	51,409,880	793,798	730,781
	130,774,815	87,639,038	2,105,930	2,118,148

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

4 CASH AND CASH EQUIVALENTS (CONT'D)

For the purpose of presenting the consolidated statement of cash flows, cash and cash equivalents comprise the following:

	Group	
	2024	**2023**
	$	**$**
Cash and bank balances (as above)	130,774,815	87,639,038
Less: Bank deposits pledged	(6,463,761)	(5,893,848)
Cash and bank balances per consolidated statement of cash flows	124,311,054	81,745,190

Short-term bank deposits of $6,463,761 (2023: $5,893,848) are pledged to banks for banking facilities of certain subsidiary corporations.

5 TRADE AND OTHER RECEIVABLES

	Group		Company	
	2024	**2023**	**2024**	**2023**
	$	**$**	**$**	**$**
Trade receivables				
– Non-related parties	15,426,384	4,088,525	–	–
– Subsidiary corporations	–	–	12,753,000	15,107,500
	15,426,384	4,088,525	12,753,000	15,107,500
Retention sums	46,000	46,000	–	–
Other receivables				
– Subsidiary corporations	–	–	19,781,095	11,751,095
– Associated companies	8,720	8,640	–	–
– Joint venture	35,500	35,500	–	–
– Non-related parties	148,566	294,538	–	–
	192,786	338,678	19,781,095	11,751,095
Less: Impairment loss on other receivables (Note 33(b))	–	–	(510,000)	(510,000)
Other receivables – net	192,786	338,678	19,271,095	11,241,095
Advances to suppliers	–	6,432	–	–
Deposits	1,437,863	1,393,067	16,890	41,390
Prepayments	1,534,856	1,315,953	208,521	44,167
	18,637,889	7,188,655	32,249,506	26,434,152

The other receivables from subsidiary corporations, associated companies and a joint venture are unsecured, interest-free and are repayable on demand.

As at 31 December 2024, the Group's deposits include an amount of $108,508 (2023: $222,055) representing down payments made to purchase motor vehicles and plant and machinery. Capital commitments at the balance sheet date are disclosed in Note 35(a) to the financial statements.

6 REVENUE FROM CONTRACTS WITH CUSTOMERS

(a) Disaggregation of revenue from contracts with customers

The Group derives revenue from the transfer of goods and services over time in the following major product lines and geographical regions. Revenue is attributed to countries by location of customers.

	2024 $	2023 $
Over time		
Construction and maintenance (Note 23)		
– Singapore	175,689,350	154,012,797
Rental income (Note 23)		
– Singapore	812,168	712,086
– Australia	5,250,350	5,667,391
	6,062,518	6,379,477
Total	181,751,868	160,392,274

(b) Contract assets and liabilities

	Group 31 December 2024 $	Group 31 December 2023 $	1 January 2023 $
Contract assets			
– Construction and maintenance contracts	23,226,305	27,303,116	23,978,780
Contract liabilities			
– Construction and maintenance contracts	18,024,032	–	–

Contract assets primarily relate to the Group's right to consideration for work completed but not yet billed at balance sheet date for the revenue from construction and maintenance contracts. Contract assets are transferred to receivables when the rights become unconditional.

Contract liabilities relate to advance payment received for three public sector construction contracts, but the work has not been performed as at 31 December 2024.

Unsatisfied performance obligations

	Group 2024 $	Group 2023 $
Aggregate amount of the transaction price allocated to contracts that are partially or fully unsatisfied as at 31 December		
– Construction	438,509,579	388,271,765
– Maintenance	162,160,026	121,215,587
	600,669,605	509,487,352

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)
For the financial year ended 31 December 2024

6 REVENUE FROM CONTRACTS WITH CUSTOMERS (CONT'D)

(b) Contract assets and liabilities *(cont'd)*

Management expects that the transaction price allocated to the unsatisfied performance obligations as of 31 December 2024 and 2023 may be recognised as revenue in the future reporting periods as follows:

	2024 $	2025 $	2026 $	2027 $	Total $
Partial and fully unsatisfied performance obligations as at:					
31 December 2024	–	291,506,427	257,862,136	51,301,042	600,669,605
31 December 2023	216,597,048	198,422,198	73,680,548	20,787,558	509,487,352

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

7 INVENTORIES

	Group 2024 $	Group 2023 $
At cost		
Raw materials	1,232,571	994,434

The cost of inventories recognised as an expense and included in "Cost of sales" amounted to $19,538,682 (2023: $28,532,098) (Note 26).

8 INVESTMENTS IN SUBSIDIARY CORPORATIONS

	Company 2024 $	Company 2023 $
Equity investments at cost		
Beginning of financial year	17,522,234	17,632,234
Written off	–	(110,000)
End of financial year	17,522,234	17,522,234
Allowance for impairment		
Beginning of financial year	–	(110,000)
Written off	–	110,000
End of financial year	–	–
Loan to a subsidiary corporation[a]		
Beginning and end of financial year	2,011,910	2,011,910
	19,534,144	19,534,144

[a] The loan to a subsidiary corporation was initially recognised at fair value. The difference between the initial cost and the initial fair value has been capitalised as additional capital contribution to the subsidiary corporation and is recorded as part of investments in subsidiary corporations.

8 INVESTMENTS IN SUBSIDIARY CORPORATIONS (CONT'D)

Details of subsidiary corporations as at 31 December 2024 and 2023:

Name of subsidiary corporations	Principal activities	Country of incorporation	Proportion of ordinary shares held by the Group		Proportion of ordinary shares held by non-controlling interests	
			2024	2023	2024	2023
			%	%	%	%
Held by the Company						
# Or Kim Peow Contractors (Private) Limited	Business of road and building construction and maintenance	Singapore	100	100	–	–
# Eng Lam Contractors Co (Pte) Ltd	Business of road construction and maintenance	Singapore	100	100	–	–
#* OKP Technical Management Pte Ltd	Provision of technical management and consultancy services	Singapore	100	100	–	–
#* OKP Investments (Singapore) Pte Ltd	Investment holding	Singapore	100	100	–	–
#* OKP (Oil & Gas) Infrastructure Pte Ltd	Business of carrying out civil engineering projects in respect of oil, petrochemical and gas related businesses in Singapore	Singapore	100	100	–	–
# OKP Land Pte Ltd	Investment holding and property development	Singapore	100	100	–	–
#* OKP Transport & Trading Pte Ltd	Provision of transport and logistics services	Singapore	100	100	–	–
Held by OKP Land Pte Ltd						
# Raffles Prestige Capital Pte Ltd	Investment holding	Singapore	51	51	49	49
Held by Raffles Prestige Capital Pte Ltd						
@ Bennett WA Investment Pty Ltd	Property investment	Australia	51	51	49	49
Held by Or Kim Peow Contractors (Private) Limited and Eng Lam Contractors Co (Pte) Ltd						
Unincorporated joint venture						
^ EL-OKP JV	Business of general construction	Singapore	100	100	–	–

\# Audited by CLA Global TS Public Accounting Corporation
@ Audited by Nexia Perth Audit Services Pty Ltd.
* Dormant company
^ Not required to be audited under the laws of country of incorporation

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

8 INVESTMENTS IN SUBSIDIARY CORPORATIONS (CONT'D)

In accordance to Rule 716 of SGX-ST Listing Rules, the Audit Committee and the Board of Directors of the Company confirmed that they are satisfied that the appointment of different auditors for its subsidiary corporations would not compromise the standard and effectiveness of the audit of the Company.

Carrying amount of non-controlling interests

	Group 2024 $	Group 2023 $
Raffles Prestige Capital Pte Ltd and its subsidiary corporation	16,474,057	7,747,972

There were no transactions with non-controlling interests for the financial years ended 31 December 2024 and 2023 respectively.

Set out below are the summarised financial information for the subsidiary corporations that have non-controlling interests that are material to the Group. These are presented before inter-company eliminations.

Summarised balance sheet as at 31 December

	Raffles Prestige Capital Pte Ltd *	
	2024 $	2023 $
Current		
Assets	4,645,783	4,169,349
Liabilities	(9,164,808)	(12,945,909)
Total current net liabilities	(4,519,025)	(8,776,560)
Non-current		
Assets	71,781,038	75,283,479
Liabilities	(33,637,454)	(42,191,399)
Total non-current net assets	38,143,584	33,092,080
Net assets	33,624,559	24,315,520

Summarised statement of comprehensive income for the financial years ended 31 December

	Raffles Prestige Capital Pte Ltd *	
	2024 $	2023 $
(Loss)/profit before income tax	(3,065,331)	5,400,141
Income tax credit	1,157,308	374,761
Net (loss)/profit	(1,908,023)	5,774,902
Other comprehensive loss	(105,698)	(76,214)
Total comprehensive (loss)/income	(2,013,721)	5,698,688
Total comprehensive (loss)/income allocated to non-controlling interests	(986,723)	2,792,357

8 INVESTMENTS IN SUBSIDIARY CORPORATIONS (CONT'D)

Summarised cash flow for the financial years ended 31 December

	Raffles Prestige Capital Pte Ltd *	
	2024	2023
	$	$
Net cash generated from operating activities	2,756,531	4,341,829
Net cash used in investing activities	(806,103)	–
Net cash used in financing activities	(1,816,293)	(3,262,763)

* Comprises of Raffles Prestige Capital Pte Ltd and its subsidiary corporation.

9 INVESTMENT IN A JOINT VENTURE

	Group	
	2024	2023
	$	$
Beginning of financial year	77,753	45,037
Share of profit of joint venture	1,888	32,716
End of financial year	79,641	77,753

Set out below is the joint venture of the Group as at 31 December 2024:

Name of joint venture	Principal activities	Country of incorporation	% of ownership interest	
			2024	2023
Held by subsidiary corporations				
Unincorporated joint venture				
Eng Lam – United E & P JV [(a) (1)]	Business of general construction	Singapore	55	55

[(a)] Registered on 9 April 2019 and not required to be audited under the laws of incorporation.

[(1)] On 9 April 2019, a joint venture partnership, Eng Lam – United E&P JV was registered to execute two contracts awarded by a government agency.

The Group has joint control over the joint venture under the contractual agreement and unanimous consent is required from all parties to the arrangement for all relevant activities. The arrangement is structured as partnership, where both the Group and the other party to the arrangement have the rights to the net assets. Therefore, the arrangement is classified as a joint venture. There are no contingent liabilities relating to the Group's interest in the joint venture.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

9 INVESTMENTS IN A JOINT VENTURE (CONT'D)

Summarised financial information for joint venture

Set out below is the summarised financial information of joint venture based on their financial statements (and not the Group's share of those amounts), adjusted for difference in accounting policies between the Group and the joint venture, if any.

Summarised statement of comprehensive income for the financial years ended 31 December

	Eng Lam – United E & P JV	
	2024	**2023**
	$	**$**
Revenue	**1,732,878**	**29,758,587**
Expenses	**(1,729,445)**	**(29,699,104)**
Includes:		
– Cost of sales	(1,729,412)	(29,699,070)
Profit before income tax/total comprehensive income	3,433	59,483

Summarised balance sheet as at 31 December

	Eng Lam – United E & P JV	
	2024	**2023**
	$	**$**
Current assets	**224,712**	**1,427,551**
Includes:		
– Cash and cash equivalents	184,712	511,904
– Trade and other receivables	–	2,197
– Contract assets	40,000	913,450
Current liabilities	**(79,910)**	**(1,286,182)**
Includes:		
– Trade and other payables	(79,910)	(374,559)
– Contract liabilities	–	(911,623)
Net assets	**144,802**	**141,369**

9 INVESTMENTS IN A JOINT VENTURE (CONT'D)

Summarised financial information for joint venture (cont'd)

Reconciliation of summarised financial information

Reconciliation of the summarised financial information presented to the carrying amount of the Group's interest in joint venture, is as follows:

	Eng Lam – United E & P JV	
	2024	**2023**
	$	**$**
Net assets		
Beginning of financial year	141,369	81,886
Total comprehensive income	3,433	59,483
End of financial year	144,802	141,369
Group's interest in joint venture	55%	55%
Group's share of net assets/carrying amount	79,641	77,753

10 INVESTMENTS IN ASSOCIATED COMPANIES

	Group	
	2024	**2023**
	$	**$**
Beginning of financial year	2,003,705	1,520,768
Notional fair value of loan (net)	3,243,689	311,419
Share of profit of associated companies	219,588	171,518
End of financial year	5,466,982	2,003,705

Set out below are the associated companies of the Group:

Name of associated companies	Principal activities	Country of incorporation	% of ownership interest	
			2024	**2023**
Held by subsidiary corporations				
Chong Kuo Development Pte Ltd [(a) (1)]	Property development	Singapore	22.5	22.5
USB Holdings Pte Ltd [(b) (2)]	Investment holding and property development	Singapore	25	25
Held by USB Holdings Pte Ltd				
United Singapore Builders Pte Ltd [(b) (3)]	General contractors	Singapore	100	100
USB (Phoenix) Pte Ltd [(b) (4)]	Property development	Singapore	100	100

(a) Audited by Ernst & Young LLP

(b) Audited by CLA Global TS Public Accounting Corporation

(1) On 20 February 2018, an associated company, Chong Kuo Development Pte. Ltd. ("ChongKuo") was incorporated in Singapore with a share capital of $2,000,000 consisting of 2,000,000 ordinary shares. OKP Land Pte Ltd ("OKPL"), a wholly-owned subsidiary corporation, has a 22.5% equity interest at a cost of $450,000 in ChongKuo. The principal activity of ChongKuo is to develop a residential condominium on the land parcel at Chong Kuo Road.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

10 INVESTMENTS IN ASSOCIATED COMPANIES (CONT'D)

(2) On 29 March 2018, OKP Investments (Singapore) Pte Ltd ("OKPIS"), a wholly-owned subsidiary corporation, together with Ho Lee Group Pte Ltd, HSB Holdings Pte. Ltd. and B&D Investment and Property Pte. Ltd. incorporated USB Holdings Pte. Ltd. ("USBH"). The principal business activities of USBH are investment holding and property development.

(3) On 8 January 2014, Or Kim Peow Contractors (Private) Limited ("OKPC"), a wholly-owned subsidiary corporation, entered into a shareholders' agreement with Chye Joo Construction Pte Ltd, Ho Lee Construction Pte Ltd, Hwa Seng Builder Pte Ltd, Swee Hong Limited and United Singapore Builders Pte Ltd ("USB") to tender for and, if successful, undertake Mass Rapid Transit projects, including the construction of related infrastructure such as stations, tunnels and depots. As at 31 December 2014, OKPC has a 20% equity interest at a cost of $200,000 in USB.

On 3 June 2015, OKPC acquired another 5% of the issued share capital of USB by way of acquisition of 50,000 ordinary shares for $1.00. Consequently, OKPC has a 25% equity interest at a cost of $200,001 in USB. On 17 August 2015, OKPC was allotted and issued 500,000 new ordinary shares by way of capitalisation of its advance to USB and hence, its shareholding in USB increased to 750,000 shares. The shareholding percentage remains unchanged at 25% of the total issued and paid-up capital in USB.

USB became a wholly-owned subsidiary corporation of USB Holdings Pte Ltd after a restructuring exercise took place on 2 July 2018.

(4) On 23 August 2018, USBH incorporated a wholly-owned subsidiary corporation, USB (Phoenix) Pte. Ltd. ("USB Phoenix"). USB Phoenix has been incorporated with an issued and paid-up share capital of $2, comprising 2 ordinary shares held by USBH. The principal business activity of USB Phoenix is to redevelop the property at 71-85 Phoenix Avenue, Phoenix Heights, Singapore.

There are no contingent liabilities relating to the Group's interests in the associated companies.

Summarised financial information for associated companies

Set out below are the summarised financial information of associated companies based on their financial statements (and not the Group's share of those amounts), adjusted for differences in accounting policies between the Group and the associated companies, if any.

Summarised statement of comprehensive income for the financial years ended 31 December

	USB Group* $	Chong Kuo Development Pte Ltd $	Total $
2024			
Revenue	69,513,089	–	69,513,089
Total comprehensive income	4,740,393	975,949	5,716,342
2023			
Revenue	70,313,527	14,731,626	85,045,153
Total comprehensive (loss)/income	(4,398,482)	762,305	(3,636,177)

10 INVESTMENTS IN ASSOCIATED COMPANIES (CONT'D)

Summarised financial information for associated companies (cont'd)

Summarised balance sheet as at 31 December

	USB Group* $	Chong Kuo Development Pte Ltd $	Total $
2024			
Current assets	**66,672,975**	**7,267,451**	**73,940,426**
Includes:			
– Cash and cash equivalents	8,194,087	7,261,516	15,455,603
– Trade and other receivables	10,416,638	5,935	10,422,573
– Contract assets	48,002,934	–	48,002,934
– Capitalised contract costs	12,325	–	12,325
– Development property	46,991	–	46,991
Non-current assets	**421,205**	**–**	**421,205**
Includes:			
– Property, plant and equipment	421,205	–	421,205
Current liabilities	**(34,604,871)**	**(757,353)**	**(35,362,224)**
Includes:			
– Trade and other payables	(10,036,504)	(757,353)	(10,793,857)
– Borrowings	(24,568,367)	–	(24,568,367)
Non-current liabilities	**(31,113,601)**	**–**	**(31,113,601)**
Includes:			
– Other payables	(31,101,000)	–	(31,101,000)
– Borrowings	(12,601)	–	(12,601)
Net assets	**1,375,708**	**6,510,098**	**7,885,806**

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

10 INVESTMENTS IN ASSOCIATED COMPANIES (CONT'D)

Summarised financial information for associated companies (cont'd)

Summarised balance sheet as at 31 December (cont'd)

	USB Group* $	Chong Kuo Development Pte Ltd $	Total $
2023			
Current assets	**65,478,849**	**15,210,355**	**80,689,204**
Includes:			
– Cash and cash equivalents	21,440,089	1,133,800	22,573,889
– Trade and other receivables	3,507,257	165,623	3,672,880
– Contract assets	23,330,639	13,910,932	37,241,571
– Capitalised contract costs	1,446,189	–	1,446,189
– Development property	15,754,675	–	15,754,675
Non-current assets	**550,848**	**–**	**550,848**
Includes:			
– Property, plant and equipment	550,848	–	550,848
Current liabilities	**(40,738,267)**	**(2,020,356)**	**(42,758,623)**
Includes:			
– Trade and other payables	(8,531,939)	(2,020,356)	(10,552,295)
– Borrowings	(32,206,328)	–	(32,206,328)
Non-current liabilities	**(42,974,254)**	**(5,655,849)**	**(48,630,103)**
Includes:			
– Other payables	(41,149,500)	(5,655,849)	(46,805,349)
– Borrowings	(1,824,754)	–	(1,824,754)
Net (liabilities)/assets	**(17,682,824)**	**7,534,150**	**(10,148,674)**

* Comprises of USB Holdings Pte Ltd and its subsidiary corporations.

10 INVESTMENTS IN ASSOCIATED COMPANIES (CONT'D)

Summarised financial information for associated companies (cont'd)

Reconciliation of summarised financial information

Reconciliation of the summarised financial information presented to the carrying amounts of the Group's interests in associated companies, is as follows:

	USB Group* $	Chong Kuo Development Pte Ltd $	Total $
2024			
Net assets	**1,375,708**	**6,510,098**	**7,885,806**
Group's interests in associated companies	25%	22.5%	
Group's share of net assets	–	1,464,772	1,464,772
Fair value adjustment	3,775,517	226,693	4,002,210
Carrying amounts of Group's interests in associated companies at end of financial year	3,775,517	1,691,465	5,466,982

	USB Group* $	Chong Kuo Development Pte Ltd $	Total $
2023			
Net (liabilities)/assets	**(17,682,824)**	**7,534,150**	**(10,148,674)**
Group's interests in associated companies	25%	22.5%	
Group's share of net assets	–	1,695,184	1,695,184
Fair value adjustment	513,391	(204,870)	308,521
Carrying amounts of Group's interests in associated companies at end of financial year	513,391	1,490,314	2,003,705

* Comprises of USB Holdings Pte Ltd and its subsidiary corporations.

The Group has not recognised its share of profit of its associated companies, USB Group amounting to $1,185,098 (share of loss for 2023: $1,099,621) as the Group's cumulative share of losses exceeded its interest in these entities and the Group has no obligation in respect of those losses. The cumulative unrecognised losses with respect to these entities amounted to $4,467,740 (2023: $5,652,838) as at balance sheet date.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

11 INVESTMENT PROPERTIES

	Group 2024 $	Group 2023 $
Beginning of financial year	83,232,114	78,504,796
Additions – capitalised expenditures	806,103	–
Currency translation differences	(2,087,244)	(175,314)
Net fair value (loss)/gain recognised in profit or loss (Note 25)	(2,935,973)	4,902,632
End of financial year	79,015,000	83,232,114

Bank borrowings are secured on investment properties of the Group with carrying amounts of $69,555,000 (2023: $74,162,114).

The following amounts are recognised in profit or loss:

	Group 2024 $	Group 2023 $
Rental income (Note 23)	6,062,518	6,379,477
Direct operating expenses arising from investment properties that generate rental income	(2,123,897)	(2,351,655)

At the balance sheet date, the details of the Group's investment properties are as follows:

Location	Description	Existing use	Tenure	Fair value 2024 $	Fair value 2023 $
6-8 Bennett Street, East Perth, Western Australia	Office building	Office building	Freehold	32,955,000	38,162,114
No. 190 Moulmein Road, #10-03 The Huntington, Singapore 308095	Apartment unit	Residential	Freehold	2,250,000	2,250,000
No. 6 Tagore Drive B1-06 Tagore Building, Singapore 787623	Office unit	Office unit	Freehold	2,110,000	1,960,000
No. 6 Tagore Drive B1-05 Tagore Building, Singapore 787623	Office unit	Office unit	Freehold	2,000,000	1,860,000
7 Woodlands Industrial Park E2, Singapore 757450	3-storey factory	Workshop, office unit, dormitory	60-year lease from 25 September 2006	3,100,000	3,000,000
35 Kreta Ayer Road, Singapore 089000	3-storey shophouse with attic	Office building	Freehold	21,000,000	21,000,000
69 Kampong Bahru Road, Singapore 169372	2-storey shophouse with attic	Office building	Freehold	7,800,000	7,500,000
71 Kampong Bahru Road, Singapore 169733	2-storey shophouse with attic	Office building	Freehold	7,800,000	7,500,000

The investment properties listed as above are leased to non-related parties under non-cancellable leases.

11 INVESTMENT PROPERTIES (CONT'D)

Fair value hierarchy: recurring fair value measurements

	Fair value measurements using		
	Quoted prices in active markets for identical assets (Level 1) $	**Significant other observable inputs (Level 2) $**	**Significant unobservable inputs (Level 3) $**
2024			
Office building	–	69,555,000	–
Residential	–	2,250,000	–
Office units	–	4,110,000	–
Workshop, office unit, dormitory	–	3,100,000	–
2023			
Office building	–	74,162,114	–
Residential	–	2,250,000	–
Office units	–	3,820,000	–
Workshop, office unit, dormitory	–	3,000,000	–

Valuation techniques used to derive Level 2 fair values

For the investment property in Australia, the external independent professional valuers ("valuers") used capitalisation method, while for the investment properties in Singapore, the valuers used direct comparison method to determine the fair values of the investment properties.

Level 2 fair value of the Group's property in Australia have been derived on a range of assumptions and estimates (including, amongst others, the rental and rental growth rates, discount rates and terminal capitalisation rates) used by the valuers. These estimates are based on local market conditions existing at the balance sheet date.

Level 2 fair values of the Group's properties in Singapore have been derived using the Direct Market Comparison method based on the properties' highest and best use. Market prices of comparable properties in close proximity are adjusted for differences in key attributes such as property size, tenure and type. The most significant input in this valuation method is market price per square metre.

Valuation processes of the Group

The Group engages external independent professional valuers to determine the fair value of the Group's properties at the end of every financial year. As at 31 December 2024 and 2023, the fair values of the properties have been determined by Savills Valuation and Professional Services (S) Pte Ltd, CKS Property Consultants Pte Ltd, Premas Valuers & Property Consultants Pte Ltd, and Burgess Rawson (WA) Pty Ltd.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

12 OTHER RECEIVABLES - NON-CURRENT

	Group		Company	
	2024	**2023**	**2024**	**2023**
	$	**$**	**$**	**$**
Loans to associated companies	11,912,499	12,197,499	–	–
Less: Notional fair value of loan	(4,137,249)	(893,560)	–	–
Less: Impairment loss on other receivables (Note 33(b))	(4,700,000)	(4,700,000)	–	–
	3,075,250	6,603,939	–	–
Loan to a subsidiary corporation	–	–	1,500,000	1,500,000
Less: Notional fair value of loan	–	–	(192,943)	(253,212)
	–	–	1,307,057	1,246,788
	3,075,250	6,603,939	1,307,057	1,246,788

The loans to associated companies and a subsidiary corporation are unsecured and interest-free advances for the purpose of operating and development activities in their respective fields. The loans are not expected to be repaid within the next 12 months.

The fair values of non-current other receivables are computed based on cash flows discounted at market borrowing rates. The fair values and the market borrowing rates used are as follows:

	Group		Borrowing rate	
	2024	**2023**	**2024**	**2023**
	$	**$**	%	%
Loans to associated companies	8,855,305	10,401,734	3.03	3.70

	Company		Borrowing rate	
	2024	**2023**	**2024**	**2023**
	$	**$**	%	%
Loan to a subsidiary corporation	1,374,816	1,081,297	3.03	3.70

13 PROPERTY, PLANT AND EQUIPMENT

	Building $	Leasehold property $	Freehold land $	Plant and machinery $	Motor vehicles $	Office equipment $	Furniture and fittings $	Renovation $	Signboard $	Right-of-use assets (Note 14) $	Total $
Group											
2024											
Cost											
Beginning of financial year	3,875,156	3,680,257	9,884,568	30,975,940	13,323,764	521,199	887,691	77,675	10,450	27,304,016	90,540,716
Additions	–	–	–	327,934	3,324,235	83,000	–	–	–	4,343,930	8,079,099
Disposals	–	–	–	(219,450)	(1,681,738)	–	–	–	–	(563,851)	(2,465,039)
Written off	–	–	–	(67,820)	–	(10,266)	–	–	–	–	(78,086)
End of financial year	3,875,156	3,680,257	9,884,568	31,016,604	14,966,261	593,933	887,691	77,675	10,450	31,084,095	96,076,690
Accumulated depreciation											
Beginning of financial year	907,895	3,434,909	–	24,744,839	9,370,144	508,699	887,691	54,813	10,450	11,004,578	50,924,018
Depreciation charge (Note 26)	91,636	245,348	–	1,186,117	1,063,990	13,567	–	10,874	–	3,523,665	6,135,197
Disposals	–	–	–	(219,450)	(1,653,734)	–	–	–	–	(563,851)	(2,437,035)
Written off	–	–	–	(64,920)	–	(10,266)	–	–	–	–	(75,186)
End of financial year	999,531	3,680,257	–	25,646,586	8,780,400	512,000	887,691	65,687	10,450	13,964,392	54,546,994
Net book value											
At end of financial year	2,875,625	–	9,884,568	5,370,018	6,185,861	81,933	–	11,988	–	17,119,703	41,529,696

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

13 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	Building $	Leasehold property $	Freehold land $	Plant and machinery $	Motor vehicles $	Office equipment $	Furniture and fittings $	Renovation $	Signboard $	Right-of-use assets (Note 14) $	Total $
Group											
2023											
Cost											
Beginning of financial year	3,875,156	3,680,257	9,884,568	29,088,027	12,645,685	508,699	887,691	77,675	10,450	24,330,328	84,988,536
Additions	–	–	–	2,144,777	1,459,015	12,500	–	–	–	3,692,355	7,308,647
Reclassification	–	–	–	(2,915)	384,443	–	–	–	–	(381,528)	–
Disposals	–	–	–	(43,500)	(1,165,379)	–	–	–	–	(337,139)	(1,546,018)
Written off	–	–	–	(210,449)	–	–	–	–	–	–	(210,449)
End of financial year	3,875,156	3,680,257	9,884,568	30,975,940	13,323,764	521,199	887,691	77,675	10,450	27,304,016	90,540,716
Accumulated depreciation											
Beginning of financial year	816,259	3,189,558	–	22,001,302	9,248,271	508,699	887,691	43,939	10,450	10,792,884	47,499,053
Depreciation charge (Note 26)	91,636	245,351	–	1,072,442	819,875	–	–	10,874	–	2,858,320	5,098,498
Reclassification	–	–	–	1,925,044	384,443	–	–	–	–	(2,309,487)	–
Disposals	–	–	–	(43,500)	(1,082,445)	–	–	–	–	(337,139)	(1,463,084)
Written off	–	–	–	(210,449)	–	–	–	–	–	–	(210,449)
End of financial year	907,895	3,434,909	–	24,744,839	9,370,144	508,699	887,691	54,813	10,450	11,004,578	50,924,018
Net book value											
At end of financial year	2,967,261	245,348	9,884,568	6,231,101	3,953,620	12,500	–	22,862	–	16,299,438	39,616,698

13 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	Building $	Freehold land $	Motor vehicles $	Office equipment $	Furniture and fittings $	Renovation $	Right-of-use assets (Note 14) $	Total $
Company								
2024								
Cost								
Beginning of financial year	3,875,156	9,884,568	174,404	401,019	883,858	77,675	9,578	15,306,258
Additions	–	–	–	83,000	–	–	–	83,000
Lease modification	–	–	–	–	–	–	(82)	(82)
Written off	–	–	–	(2,286)	–	–	–	(2,286)
End of financial year	3,875,156	9,884,568	174,404	481,733	883,858	77,675	9,496	15,386,890
Accumulated depreciation								
Beginning of financial year	907,895	–	174,404	388,519	883,858	54,813	638	2,410,127
Depreciation charge	91,636	–	–	13,567	–	10,874	1,914	117,991
Written off	–	–	–	(2,286)	–	–	–	(2,286)
End of financial year	999,531	–	174,404	399,800	883,858	65,687	2,552	2,525,832
Net book value								
End of financial year	2,875,625	9,884,568	–	81,933	–	11,988	6,944	12,861,058
2023								
Cost								
Beginning of financial year	3,875,156	9,884,568	174,404	388,519	883,858	77,675	–	15,284,180
Additions	–	–	–	12,500	–	–	9,578	22,078
End of financial year	3,875,156	9,884,568	174,404	401,019	883,858	77,675	9,578	15,306,258
Accumulated depreciation								
Beginning of financial year	816,259	–	174,404	388,519	883,858	43,939	–	2,306,979
Depreciation charge	91,636	–	–	–	–	10,874	638	103,148
End of financial year	907,895	–	174,404	388,519	883,858	54,813	638	2,410,127
Net book value								
End of financial year	2,967,261	9,884,568	–	12,500	–	22,862	8,940	12,896,131

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

13 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(i) The details of the Group's properties are as follows:

Properties/location	Nature	Purpose	Approximate built-in area (in sq.ft.)	Net book value	
				2024	2023
				$	$
30 Tagore Lane, Singapore 787484	Freehold	Office use	10,742	4,670,231	4,700,043
32 Tagore Lane, Singapore 787485	Freehold	Dormitory/office	6,684	8,089,962	8,151,786
2A Sungei Kadut Drive, Singapore 729554	Leasehold	Fabrication yard/ workshop/office	55,865	–	245,348

(ii) Included within additions in the consolidated financial statements are right-of-use assets acquired under lease arrangement amounting to $4,092,422 (2023: $2,389,119).

14 RIGHT-OF-USE ASSETS

The Group leases office space for the purpose of back office operations and dormitory. The Group leases motor vehicles, office equipment, plant and machinery and state land for construction and maintenance divisions to fulfil its obligations relating to construction contracts with customers.

Lease terms are negotiated on an individual basis and contains a wide range of different terms and conditions. The lease agreement does not impose any covenants, but leased assets may not be used as security for borrowing purposes.

(a) Amounts recognised in the balance sheet

	Group		Company	
	2024	2023	2024	2023
	$	$	$	$
Right-of-use assets				
Office unit	799,922	575,711	–	–
Office equipment	36,192	8,940	6,944	8,940
Plant and machinery	12,055,750	12,754,966	–	–
Motor vehicles	3,348,707	2,055,487	–	–
Use of state land for worksite	879,132	904,334	–	–
	17,119,703	16,299,438	6,944	8,940
Lease liabilities				
Current (Note 18)	3,281,738	3,276,884	1,831	1,758
Non-current (Note 18)	4,888,630	4,654,613	5,355	7,253
	8,170,368	7,931,497	7,186	9,011

14 RIGHT-OF-USE ASSETS (CONT'D)

(b) Amounts recognised in the statement of comprehensive income

	Group	
	2024	2023
	$	$
Depreciation of right-of-use assets		
Office unit	394,412	125,346
Office equipment	5,361	638
Plant and machinery	1,855,370	1,487,609
Motor vehicles	452,049	301,140
Use of state land for worksite	816,473	943,587
	3,523,665	2,858,320
Lease liabilities		
Interest expense (included in finance expenses) (Note 28)	255,673	217,368
Lease expenses not capitalised in lease liabilities: (Note 26)		
– Short term leases (included in rental expenses)	3,751,475	2,877,043
– Low-value leases (included in rental expenses)	122,496	734,046
	3,873,971	3,611,089

(c) Total cash outflow for leases for the financial year ended 31 December 2024 was $7,983,195 (2023: $5,960,428).

(d) Future cash outflow which are not capitalised in lease liabilities

i. Variable lease payments

There are no variable lease payments for the financial years ended 31 December 2024 and 2023.

ii. Extension options

The leases for certain office units contain extension periods, for which the related lease payments had not been included in lease liabilities as the Group is not reasonably certain to exercise these extension options. The Group negotiates extension options to optimise operational flexibility in terms of managing the assets used in the Group's operations. The majority of the extension options are exercisable by the Group and not by the lessor.

15 INTANGIBLE ASSETS

	Group		Company	
	2024	2023	2024	2023
	$	$	$	$
Composition:				
Goodwill (Note a)	1,687,551	1,687,551	–	–
Computer software licences (Note b)	–	2,320	–	2,320
	1,687,551	1,689,871	–	2,320

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

15 INTANGIBLE ASSETS (CONT'D)

(a) Goodwill

This represents goodwill on acquisitions of subsidiary corporations which is the excess of the cost of acquisition over the fair value of the Group's share of the identifiable net assets acquired.

	Group	
	2024	**2023**
	$	**$**
Cost/net book value		
Beginning and end of financial year	1,687,551	1,687,551

Impairment tests for goodwill

Goodwill is allocated to the Group's CGUs identified according to business segments.

A segment-level summary of the goodwill allocation is as follows*:*

	Group	
	2024	**2023**
	$	**$**
Construction	1,485,045	1,485,045
Maintenance	202,506	202,506
	1,687,551	1,687,551

The recoverable amount of a CGU was determined based on value-in-use. Cash flow projections used in these value-in-use calculations were based on financial budgets approved by management covering a three-year period. Cash flows beyond the three-year period were extrapolated using the estimated growth rates stated below. The growth rates did not exceed the long-term average growth rate for the business in which the CGU operates.

Key assumptions used for value-in-use calculations:

	Construction	**Maintenance**
	%	**%**
2024		
Gross margin	3 - 8	7 - 9
Growth rate	8	3
Discount rate	7.2	7.2
2023		
Gross margin	3 - 8	7 - 9
Growth rate	8	3
Discount rate	7.2	7.2

These assumptions were used for the analysis of each CGU within the business segment. Management determined budgeted gross margin based on past performance and its expectations of market developments. The average growth rates used were consistent with the forecasts included in industry reports. The discount rates used were pre-tax and reflected specific risks relating to the relevant segments.

15 INTANGIBLE ASSETS (CONT'D)

(a) Goodwill (cont'd)

Sensitivity analysis

The estimated recoverable amount for both CGUs significantly exceed their carrying amounts. Given the significant headroom, any reasonably possible change in the key assumptions would not cause the estimated recoverable amount to be lower than its carrying amount, resulting an impairment.

Based on the impairment test, management concluded that no impairment loss on goodwill is required to be recognised for the financial year.

(b) Computer software licences

	Group		Company	
	2024	**2023**	**2024**	**2023**
	$	**$**	**$**	**$**
Cost				
Beginning of financial year	519,715	519,715	78,243	78,243
Written off	(415,030)	–	–	–
End of financial year	104,685	519,715	78,243	78,243
Accumulated amortisation				
Beginning of financial year	517,395	501,215	75,923	71,284
Amortisation charge (Note 26)	2,320	16,180	2,320	4,639
Written off	(415,030)	–	–	–
End of financial year	104,685	517,395	78,243	75,923
Net book value	–	2,320	–	2,320

16 OTHER INVESTMENTS AT AMORTISED COST

	Group	
	2024	**2023**
	$	**$**
Beginning of financial year	2,004,964	2,004,910
Interest income (Note 25)	35,787	34,556
Interest received	(35,643)	(34,502)
End of financial year	2,005,108	2,004,964
Non-current assets		
SGD fixed rate structured deposits at 1.70% - 1.85% per annum due 1 June 2026	2,005,108	2,004,964

The fair values of non-current fixed rate structured deposits are $1,850,682 (2023: $1,841,941). The fair values are based on discounted cash flows using market interest rate as at 31 December 2024. The fair values are within Level 2 of the fair value hierarchy.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

17 TRADE AND OTHER PAYABLES

	Group		Company	
	2024	**2023**	**2024**	**2023**
	$	**$**	**$**	**$**
Current				
Trade payables				
– Non-related parties	24,857,786	23,052,898	326,539	539,475
Other payables				
– Subsidiary corporations	–	–	3,355,668	4,550,000
– Non-controlling interests	–	1,633,243	–	–
– Non-related parties	325,296	388,409	–	5,346
	325,296	2,021,652	3,355,668	4,555,346
Accrued operating expenses	13,827,601	14,673,942	7,058,818	8,841,086
	39,010,683	39,748,492	10,741,025	13,935,907
Non-current				
Other payables				
– Loan from non-controlling interests	16,907,660	15,277,896	–	–
– Less: Notional fair value of loan	(6,927,492)	(1,974,364)	–	–
	9,980,168	13,303,532	–	–

The current other payables to subsidiary corporations and non-controlling interests are unsecured, interest-free and are repayable on demand.

The non-current loan from non-controlling interests is unsecured, interest-free. The loan is for the purpose of funding the subsidiary corporation's operating and development activities. The loan was initially recognised at fair value. The difference between the initial cost and the initial fair value is recognised in capital reserve (Note 21 (b)(iii)).

The fair values of non-current other payables approximate their carrying amounts.

18 BORROWINGS

	Group		Company	
	2024	**2023**	**2024**	**2023**
	$	**$**	**$**	**$**
Current				
Lease liabilities (Note 14)	3,281,738	3,276,884	1,831	1,758
Bank loans	8,742,668	9,018,346	–	–
	12,024,406	12,295,230	1,831	1,758
Non-current				
Lease liabilities (Note 14)	4,888,630	4,654,613	5,355	7,253
Bank loans	13,269,778	15,041,333	–	–
	18,158,408	19,695,946	5,355	7,253

18 BORROWINGS (CONT'D)

The exposure of the borrowings of the Group to interest rate changes and the contractual repricing dates at the balance sheet date are as follows:

	Group		Company	
	2024	**2023**	**2024**	**2023**
	$	**$**	**$**	**$**
6 months or less	621,334	559,173	–	–
6 -12 months	8,121,333	8,459,173	–	–
1 - 5 years	13,269,779	15,041,333	–	–
	22,012,446	24,059,679	–	–

The effective interest rates for bank loans ranged from 4.27% to 6.45% per annum (2023: 4.22% to 6.25% per annum).

(a) Fair value of non-current borrowings

	2024	**2023**
	$	**$**
Bank loans	10,870,874	11,678,485

The fair values above are determined from cash flow analyses, discounted at market borrowing rates of an equivalent instrument at the balance sheet date which is expected to be available to the Group as follows:

	2024	**2023**
	%	%
Bank loans	4.58 – 6.35	4.96 – 6.25

The fair values of the non-current finance lease liabilities approximate their carrying amounts.

(b) Security granted

Lease liabilities of the Group amounting to $6,359,826 (2023: $6,392,184) are secured over the leased plant and machinery, and motor vehicles, as the legal title is retained by the lessor and will be transferred to the Group upon full settlement of the lease liabilities. The lease liabilities are also secured by the Company's corporate guarantees (Note 36(a)).

Bank loans are secured by first legal mortgage over investment properties of the Group (Note 11), certain bank deposits (Note 4), corporate guarantees of the Company (Note 36) and charge over the shares of a subsidiary corporation.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

18 BORROWINGS (CONT'D)

(c) Reconciliation of liabilities arising from financing activities

	1 January	Principal and interest payments	Non-cash changes: Additions during the year	Non-cash changes: Interest expense	Non-cash changes: Foreign exchange movement	31 December
	$	$	$	$	$	$
2024						
Lease liabilities	7,931,497	(4,109,224)	4,092,422	255,673	–	8,170,368
Bank loans	24,059,679	(2,599,431)	–	1,317,704	(765,506)	22,012,446
2023						
Lease liabilities	7,674,349	(2,349,339)	2,389,119	217,368	–	7,931,497
Bank loans	29,036,693	(6,128,825)	–	1,397,758	(245,947)	24,059,679

19 DEFERRED INCOME TAXES

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current income tax assets against current income tax liabilities and when the deferred income taxes relate to the same fiscal authority.

Deferred income tax assets and liabilities, determined after appropriate offsetting, are shown on the balance sheet as follows:

	Group		Company	
	2024	**2023**	**2024**	**2023**
	$	$	$	$
Deferred income tax assets	2,231,052	1,121,365	5,014	–
Deferred income tax liabilities	(2,239,545)	(1,874,839)	–	(9,522)
Net deferred income tax (liabilities)/assets	(8,493)	(753,474)	5,014	(9,522)

The movement in the net deferred income tax account is as follows:

	Group		Company	
	2024	**2023**	**2024**	**2023**
	$	$	$	$
Beginning of financial year	753,474	400,912	9,522	6,918
Currency translation differences	116,612	4,703	–	–
Tax (credited)/charged to profit or loss (Note 29(a))	(861,593)	347,859	(14,536)	2,604
End of financial year	8,493	753,474	(5,014)	9,522

19 DEFERRED INCOME TAXES (CONT'D)

The movement in the Group's deferred income tax assets and liabilities (prior to offsetting of balances within the same tax jurisdiction) is as follows:

Deferred income tax assets

	Fair value on investment properties in Australia $	Excess of tax written down value over carrying amount of property, plant and equipment $	Lease liabilities $	Others * $	Total $
Group					
2024					
Beginning of financial year	(1,121,365)	–	(261,683)	(44,348)	(1,427,396)
Currency translation differences	116,612	–	–	–	116,612
Tax credited to profit or loss	(1,221,285)	–	(46,109)	(25,773)	(1,293,167)
End of financial year	(2,226,038)	–	(307,792)	(70,121)	(2,603,951)
2023					
Beginning of financial year	(318,689)	(345,661)	(301,400)	(235,106)	(1,200,856)
Currency translation differences	4,703	–	–	–	4,703
Tax (credited)/charged to profit or loss	(807,379)	345,661	39,717	190,758	(231,243)
End of financial year	(1,121,365)	–	(261,683)	(44,348)	(1,427,396)

* *Others consist of provision of untaken leave and unutilised investment allowance*

Deferred income tax assets include the revaluation of investment properties in Australia, which does not affect taxable profit in the period of the revaluation and, consequently, the tax base of the asset is not adjusted. Nevertheless, the future recovery of the carrying amount will result in a taxable flow of economic benefits to the Group and the amount that will be deductible for tax purposes will differ from the amount of those economic benefits. The difference between the carrying amount of the investment properties and its tax base is a temporary difference and gives rise to the deferred income tax assets.

Deferred income tax liabilities

	Accelerated tax depreciation $	Right-of-use assets $	Total $
Group			
2024			
Beginning of financial year	1,168,922	1,011,948	2,180,870
Tax charged to profit or loss	143,186	288,388	431,574
End of financial year	1,312,108	1,300,336	2,612,444
2023			
Beginning of financial year	–	702,190	702,190
Tax charged to profit or loss	1,168,922	309,758	1,478,680
End of financial year	1,168,922	1,011,948	2,180,870

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

19 DEFERRED INCOME TAXES (CONT'D)

The movement in deferred the Company's income tax assets and liabilities (prior to offsetting of balances within the same tax jurisdiction) is as follows:

Deferred income tax assets

	Lease liabilities $	Others $	Total $
Company			
2024			
Beginning of financial year	(1,532)	–	(1,532)
Tax charged/(credited) to profit or loss	310	(20,939)	(20,629)
End of financial year	(1,222)	(20,939)	(22,161)
2023			
Beginning of financial year	–	–	–
Tax credited to profit or loss	(1,532)	–	(1,532)
End of financial year	(1,532)	–	(1,532)

Deferred income tax liabilities

	Accelerated tax depreciation $	Right-of-use assets $	Total $
Company			
2024			
Beginning of financial year	9,534	1,520	11,054
Tax charged/(credited) to profit or loss	6,433	(340)	6,093
End of financial year	15,967	1,180	17,147
2023			
Beginning of financial year	6,918	–	6,918
Tax charged to profit or loss	2,616	1,520	4,136
End of financial year	9,534	1,520	11,054

20 SHARE CAPITAL AND TREASURY SHARES

	No. of ordinary shares		Amount	
	Issued share capital	Treasury shares	Share capital $	Treasury shares $
Group and Company				
2024 and 2023				
Beginning and end of financial year	308,430,594	(1,469,100)	36,832,301	(234,974)

All issued ordinary shares are fully paid. There is no par value for these ordinary shares.

Fully paid ordinary shares carry one vote per share and carry a right to dividends as and when declared by the Company.

(a) Treasury shares

In 2020, the Company acquired 1,469,100 shares in the Company in the open market and the total amount paid to acquire the shares was $234,974. This was presented as a component within shareholder's equity.

(b) Share award

The Company has adopted the OKP Performance Share Scheme ("PSS"), which was approved by the shareholders at the Extraordinary General Meeting held on 24 April 2019 and is in force for a period of 10 years. The PSS is administered by a committee ("Committee") comprising Directors.

The PSS provides for the award of fully paid shares ("Awards") to Group employees (including Group Executive Directors) who have attained the age of 21 years on or before the relevant date of Award provided that none shall be an undischarged bankrupt, and who, in the absolute discretion of the Committee, are eligible to participate in the PSS.

Under the PSS, the total number of shares which may be delivered pursuant to Awards granted, when added to the number of shares issued and issuable under other share-based incentive schemes of the Company, shall not exceed 15% of the issued shares excluding treasury shares and subsidiary holdings of the Company on the day preceding the relevant date of Award.

Controlling shareholders and their associates shall be eligible to participate in the PSS subject to approval by the independent shareholders of the Company. However, the aggregate number of shares that are available to controlling shareholders and their associates shall not exceed 25% of the shares available under the PSS and the number of shares that are available to each controlling shareholder or his associate shall not exceed 10% of the shares available under the PSS.

Notwithstanding the expiry or termination of the PSS, any Awards granted to participants prior to such expiry or termination will continue to remain valid.

There were no Awards granted pursuant to the PSS from the commencement of the PSS up to the end of the financial year.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

21 OTHER RESERVES

	Group 2024 $	Group 2023 $
(a) Composition:		
Asset revaluation reserve	1,372,330	1,372,330
Currency translation reserve	86,658	140,564
Capital reserve	–	4,166,634
	1,458,988	5,679,528
(b) Movement:		
(i) Asset revaluation reserve		
Beginning and end of financial year	1,372,330	1,372,330
(ii) Currency translation reserve		
Beginning of financial year	140,564	179,433
Currency translation differences arising from consolidation – loss	(105,698)	(76,214)
Less: Non-controlling interests	51,792	37,345
End of financial year	86,658	140,564
(iii) Capital reserve		
Beginning of financial year	4,166,634	2,107,896
Fair value adjustment on interest-free loan	(4,166,634)	2,058,738
End of financial year	–	4,166,634

Other reserves are non-distributable.

22 RETAINED PROFITS

(a) Retained profits of the Group are distributable except for accumulated retained profits of joint ventures amounting to $79,641 (2023: $77,753), accumulated losses of associated companies amounting to $1,616,722 (2023: $1,626,229) and the amount of $234,974 (2023: $234,974) utilised to purchase treasury shares.

Retained profits of the Company are distributable except for the amount of $234,974 (2023: $234,974) utilised to purchase treasury shares.

(b) Movement in retained profits for the Company is as follows:

	Company 2024 $	Company 2023 $
Beginning of financial year	11,474,548	9,974,796
Net profit	13,658,193	5,183,291
Dividends paid (Note 31)	(4,604,423)	(3,683,539)
End of financial year	20,528,318	11,474,548

23 REVENUE

	Group	
	2024	2023
	$	$
Revenue from construction	113,953,136	102,408,727
Revenue from maintenance	61,736,214	51,604,070
Revenue from contract with customers (Note 6(a))	175,689,350	154,012,797
Rental income from investment properties (Note 11)	6,062,518	6,379,477
	181,751,868	160,392,274

24 COST OF SALES

Included in the cost of sales are the following:

	Group	
	2024	2023
	$	$
Depreciation of property, plant and equipment	5,631,225	4,637,508
Amortisation of intangible assets	–	7,133
Employee compensation:		
– Wages and salaries	32,241,555	28,695,756
– Employer's contribution to defined contribution plans including Central Provident Fund ("CPF")	5,333,018	4,029,335

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

25 OTHER (LOSSES)/GAINS, NET – OTHERS

	Group 2024 $	Group 2023 $
Interest income		
– Bank deposits	2,561,821	1,398,011
– Other investments at amortised cost	35,787	34,556
	2,597,608	1,432,567
Net fair value (loss)/gain on investment properties (Note 11)	(2,935,973)	4,902,632
Net gain on disposal of property, plant and equipment	59,505	113,874
Net gain on disposal of investment in a joint venture	–	13,677
Property, plant and equipment written off	(2,900)	–
Dividend income	450,000	–
Gain on lease modification	–	3,447
Government grants		
– Special Employment Credit [a]	23,926	43,063
– Wage Credit Scheme [b]	23,952	–
– Jobs Growth Incentive [c]	–	752,486
– Prolongation Costs Co-sharing in Public Sector Construction Contracts [d]	6,137	143,715
– SkillsFuture Enterprise Credit [e]	287	247
– CPF transition offset [f]	14,324	–
– Others [g]	6,249	7,970
	74,875	947,481
Currency exchange losses - net	(1,015,414)	(289,927)
Administrative income	96,000	96,000
Write back of long outstanding payables	90,928	–
Sale of materials	78,413	117,596
Arbitral award	–	43,792,693
Others	419	4,243
	(506,539)	51,134,283

[a] The Special Employment Credit ("SEC") was introduced as a Budget Initiative in 2011 to support employers, and to raise the employability of older low-wage Singaporeans. It was enhanced in 2012 to provide employers with continuing support to hire older Singaporean workers.

[b] The Wage Credit Scheme is to help businesses which may face rising wage costs in a tight labour market. Wage Credit Scheme payouts will allow businesses to free up resources to make investments in productivity and to share the productivity gains with their employees.

[c] The Jobs Growth Incentive ("JGI") scheme is an Inland Revenue Authority of Singapore's (IRAS) co-pay scheme aimed at incentivising employers who hire local applicants by providing substantial salaries support at all wage levels. This scheme encourages employers to create good, long-term employment opportunities for Singapore Citizens and Permanent Residents.

[d] Prolongation Costs Co-sharing in Public Sector Construction Contract was announced on 30 November 2020. The Government will continue to co-share the depreciation of contractor-owned equipment on a ex-gratia basis as part of the prolongation costs. The support amount is 0.1% of the awarded contract sum per month of delay for eligible contracts up to $100 million.

[e] The SkillsFuture Enterprise Credit ("SFEC") encourages employers to invest in enterprise transformation and capabilities of their employees. Eligible employers will receive a one-off S$10,000 credit to cover up to 90% of out-of-pocket expenses on qualifying costs for supportable initiatives, over and above the support levels of existing schemes.

[f] CPF Transition Offset ("CTO") is a transitionary wage offset meant to alleviate the rise in business costs due to the increase in CPF contribution rates for senior workers. It is equivalent to 50% of each year's increase in employer CPF contribution rates for every Singaporean and Permanent Resident worker they employ aged above 55 to 70. The offset to employers will be based on employees' monthly incomes paid up to the CPF salary ceiling.

[g] Others consists of Corporate Income Tax rebate cash grant and IMDA development grant (2023: Co-funding Support for Safe Management Officers).

26 EXPENSES BY NATURE

	Group	
	2024	2023
	$	$
Fees paid/payable to auditor of the Company:		
– Audit services	187,666	181,875
– Non-audit services	44,050	38,616
Purchases of materials	19,776,819	27,934,948
Change in inventories	(238,137)	597,150
Subcontractor costs	41,750,179	51,169,989
Amortisation of intangible assets (Note 15(b))	2,320	16,180
Depreciation of property, plant and equipment (Note 13)	6,135,197	5,098,498
Employee compensation (Note 27)	52,350,511	48,102,231
Insurance	1,537,431	1,388,547
Professional fees	2,906,764	2,196,354
Property tax and maintenance fee	922,406	856,805
Worksite expenses	2,706,734	2,460,504
Rental expenses (Note 14(b))	3,873,971	3,611,089
Upkeep of machineries and equipment	2,761,368	3,566,209
Upkeep of motor vehicles and lorries	1,476,726	1,868,318
Security fees	496,916	581,045
Utilities	574,286	698,337
Withholding tax expenses	292,574	269,370
Other expenses	3,803,576	3,708,152
Total cost of sales and administrative expenses	141,361,357	154,344,217

27 EMPLOYEE COMPENSATION

	Group	
	2024	2023
	$	$
Wages and salaries	46,485,781	43,601,961
Employer's contribution to defined contribution plans including CPF	5,864,730	4,500,270
	52,350,511	48,102,231

28 FINANCE EXPENSES

	Group	
	2024	2023
	$	$
Interest expense		
– Lease liabilities (Note 14(b))	255,673	217,368
– Notional interest on loan	475,212	449,785
– Bank loans	1,317,704	1,397,758
	2,048,589	2,064,911

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

29 INCOME TAXES

(a) Income tax expense

	Group 2024 $	Group 2023 $
Tax expense/(credit) attributable to profit is made up of:		
Current income tax		
– Singapore		
– Profit for the financial year	6,224,710	2,928,451
– Over provision of income tax in prior financial years	(186,067)	-
	6,038,643	2,928,451
– Foreign		
– Profit for the financial year	110,194	396,167
	6,148,837	3,324,618
Deferred income tax (Note 19)		
– Singapore		
– Profit for the financial year	655,839	554,981
– (Over)/under provision of income tax in prior financial years	(296,147)	600,257
	359,692	1,155,238
– Foreign		
– Profit for the financial year	(1,221,285)	(678,382)
– Over provision of income tax in prior financial years	-	(128,997)
	(1,221,285)	(807,379)
	(861,593)	347,859
	5,287,244	3,672,477

The tax on the Group's profit before tax differs from the theoretical amount that would arise using the Singapore standard rate of income tax is as follows:

	Group 2024 $	Group 2023 $
Profit before income tax	38,056,859	51,121,663
Share of profit of a joint venture, net of tax	(1,888)	(32,716)
Share of profit of associated companies, net of tax	(219,588)	(171,518)
Profit before income tax and share of results of associated companies and a joint venture	37,835,383	50,917,429
Tax calculated at a tax rate of 17% (2023: 17%)	6,432,015	8,655,963
Effects of:		
– Different tax rates in other countries	(481,473)	(122,294)
– Tax incentives	(386,638)	(2,564,072)
– Income not subject to tax	(406,267)	(4,072,599)
– Expenses not deductible for tax purposes	612,687	2,158,840
– Utilisation of previously unrecognised tax losses/capital allowances	–	(853,975)
– (Over)/under provision of income tax in prior financial years	(482,214)	471,260
– Others	(866)	(646)
Tax charge	5,287,244	3,672,477

29 INCOME TAXES (CONT'D)

(b) Movement in current income tax liabilities

	Group		Company	
	2024	2023	2024	2023
	$	$	$	$
Beginning of financial year	3,094,992	266,204	205,368	73,368
Income tax paid	(2,787,499)	(495,830)	(66,077)	–
Tax expense	6,334,904	3,324,618	116,000	132,000
Over provision in prior financial years	(186,067)	–	(66,438)	–
End of financial year	6,456,330	3,094,992	188,853	205,368

30 EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the net profit attributable to equity holders of the Company by the weighted average number of ordinary shares outstanding during the financial year.

For the purpose of calculating diluted earnings per share, profit attributable to equity holders of the Company and the weighted average number of ordinary shares outstanding are adjusted for the effects of all dilutive potential ordinary shares.

There are no dilutive potential ordinary shares during the financial year ended 31 December 2024 and 2023.

Basic and diluted earnings per share attributable to equity holders of the Company is calculated as follows:

	Group	
	2024	2023
Net profit attributable to equity holders of the Company ($)	33,704,546	44,619,484
Weighted average number of ordinary shares outstanding for basic earnings per share	306,961,494	306,961,494
Basic and diluted earnings per share (cents per share)	10.98	14.54

31 DIVIDENDS

	Group and Company	
	2024	2023
	$	$
Ordinary dividends paid		
Final one-tier tax exempt dividend paid in respect of the previous financial year of $0.015 (2023: $0.007) per share	4,604,423	2,148,731
Special interim one-tier tax exempt dividend paid in respect of the previous financial year of $Nil (2023: $0.005) per share	–	1,534,808
	4,604,423	3,683,539

At the coming Annual General Meeting on 29 April 2025, a final tax exempt (one-tier) dividend of $0.010 per share and special final tax exempt (one-tier) dividend of $0.015 per share amounting to a total of approximately $7,674,037 will be recommended. These financial statements do not reflect these dividends, which will be accounted for in shareholders' equity as an appropriation of retained profits in the financial year ending 31 December 2025.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

32 RELATED PARTY TRANSACTIONS

In addition to the information disclosed elsewhere in the financial statements, the following transactions took place between the Group and related parties at terms agreed between the parties:

Key management personnel compensation

	Group	
	2024	**2023**
	$	**$**
Wages and salaries	10,203,379	11,264,013
Employer's contribution to defined contribution plans including CPF	115,728	107,973
	10,319,107	11,371,986

Included in the above is total compensation to directors of the Company amounting to $9,604,962 (2023: $10,704,288).

The wages and salaries disclosed above include $6,685,850 (2023: $8,681,055) which were unpaid as at year end and are included in accrual operating expenses (Note 17).

33 FINANCIAL RISK MANAGEMENT

Financial risk factors

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

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

The Group's exposure to foreign exchange rate risk is kept at minimal level as its costs and revenues are predominantly denominated in Singapore Dollar ("SGD") and Australian Dollar ("AUD"). Currency risk arises within entities in the Group when transactions are denominated in foreign currencies such as the United States Dollar ("USD").

33 FINANCIAL RISK MANAGEMENT (CONT'D)

(a) Market risk

(i) Currency risk

The Group's currency exposure based on the information provided to key management is as follows:

	SGD $	USD $	AUD $	Total $
2024				
Financial assets				
Cash and cash equivalents	124,808,251	3,187,945	2,778,619	130,774,815
Trade and other receivables	20,051,350	–	126,933	20,178,283
Intra-group receivables	68,391,741	–	12,293,796	80,685,537
Other investments at amortised cost	2,005,108	–	–	2,005,108
	215,256,450	3,187,945	15,199,348	233,643,743
Financial liabilities				
Borrowings	18,014,813	–	12,168,001	30,182,814
Trade and other payables	44,183,721	–	4,807,130	48,990,851
Intra-group payables	68,391,741	–	12,293,796	80,685,537
	130,590,275	–	29,268,927	159,859,202
Net financial assets/(liabilities)	84,666,175	3,187,945	(14,069,579)	73,784,541
Currency exposure of financial assets net of those denominated in the respective entities' functional currencies	–	3,187,945	–	3,187,945
2023				
Financial assets				
Cash and cash equivalents	82,028,420	2,942,340	2,668,278	87,639,038
Trade and other receivables	12,405,907	–	64,302	12,470,209
Intra-group receivables	73,394,957	–	16,646,324	90,041,281
Other investments at amortised cost	2,004,964	–	–	2,004,964
	169,834,248	2,942,340	19,378,904	192,155,492
Financial liabilities				
Borrowings	18,342,607	–	13,648,569	31,991,176
Trade and other payables	45,327,294	–	7,724,730	53,052,024
Intra-group payables	73,394,957	–	16,646,324	90,041,281
	137,064,858	–	38,019,623	175,084,481
Net financial assets/(liabilities)	32,769,390	2,942,340	(18,640,719)	17,071,011
Currency exposure of financial assets net of those denominated in the respective entities' functional currencies	–	2,942,340	–	2,942,340

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

33 FINANCIAL RISK MANAGEMENT (CONT'D)

(a) Market risk (cont'd)

(i) Currency risk (cont'd)

The Company's currency exposure based on the information provided to key management is as follows:

	SGD $	USD $	Total $
2024			
Financial assets			
Cash and cash equivalents	1,233,644	872,286	2,105,930
Trade and other receivables	32,040,985	–	32,040,985
	33,274,629	872,286	34,146,915
Financial liabilities			
Borrowings	7,186	–	7,186
Trade and other payables	10,741,025	–	10,741,025
	10,748,211	–	10,748,211
Net financial assets	22,526,418	872,286	23,398,704
Currency exposure of financial assets	–	872,286	872,286
2023			
Financial assets			
Cash and cash equivalents	1,311,582	806,566	2,118,148
Trade and other receivables	26,389,985	–	26,389,985
	27,701,567	806,566	28,508,133
Financial liabilities			
Borrowings	9,011	–	9,011
Trade and other payables	13,935,907	–	13,935,907
	13,944,918	–	13,944,918
Net financial assets	13,756,649	806,566	14,563,215
Currency exposure of financial assets	–	806,566	806,566

If the USD changes against the SGD by 4% (2023: 2%) with all other variables including tax rate being held constant, the effect arising from the net financial asset position of the Group and the Company will be $105,840 (2023: $48,843) and $28,960 (2023: $13,389) respectively.

(ii) Cash flow and fair value interest rate risks

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate due to changes in market interest rates. As the Group has no significant interest-bearing assets, the Group's income is substantially independent of changes in market interest rates.

The Group's interest rate risk is primarily from short-term deposits and bank loans with financial institutions. These short-term bank deposits are placed on a short-term basis according to the Group's cash flow requirements, and hence the Group does not hedge against interest rate fluctuations.

33 FINANCIAL RISK MANAGEMENT (CONT'D)

(a) Market risk (cont'd)

(ii) Cash flow and fair value interest rate risks (cont'd)

The effective interest rates for short-term deposits ranged from 0.05% to 4.69% (2023: 0.05% to 4.29%) per annum. If the interest rates had increased/decreased by 0.5% (2023: 0.5%) with all other variables including tax rate being held constant, the effect to net profit as a result of higher/lower interest income on these deposits will be approximately higher/lower by $213,000 (2023: $69,000).

The effective interest rates for bank loans ranged from 4.59% by 6.33% (2023: 3.25% to 5.58%) per annum. If the interest rates had increased/decreased by 0.5% (2023: 0.5%) with all other variables including tax rate being held constant, the effect to net profit as a result of higher/lower interest expense on these bank loans will be approximately higher/lower by $91,000 (2023: $106,000).

(iii) Price risks

The Group and the Company do not have exposure to equity price risk as the Group and the Company do not hold any equity financial assets.

(b) Credit risk

Credit risk refers to the risk that counterparty will default on its contractual obligations resulting in financial loss to the Group. The major classes of financial assets of the Group and of the Company are bank deposits and trade and other receivables. For trade receivables, the Group adopts the policy of focusing on government bodies as its customers due to their low default risk on billings and payments. For other financial assets, the Group adopts the policy of dealing only with high credit quality counterparties.

Credit exposure to an individual counterparty is restricted by credit limits that are approved by the Group Managing Director based on ongoing credit evaluation. The counterparty's payment profile and credit exposure are continuously monitored at the entity level by the respective management and at the Group level by the Group Managing Director.

As the Group and the Company do not hold any collateral, the maximum exposure to credit risk for each class of financial instruments is the carrying amount of that class of financial instruments presented on the balance sheet, except as follows:

	Company	
	2024	**2023**
	$	**$**
Corporate guarantees provided to banks for subsidiary corporations' banking facilities		
– Lease liabilities (Notes 18 and 36)	6,359,826	6,392,184
– Bank loans (Notes 18 and 36)	22,012,446	24,059,679

Concentration on credit risk

The trade receivables of the Group comprise of 2 debtors (2023: 1 debtor) that represented 100% (2023: 97%) of trade receivables.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

33 FINANCIAL RISK MANAGEMENT (CONT'D)

(b) Credit risk (cont'd)

The credit risk for trade receivables based on the information provided to key management is as follows:

	Group		Company	
	2024	**2023**	**2024**	**2023**
	$	**$**	**$**	**$**
By geographical areas				
Singapore	15,426,384	4,088,525	12,753,000	15,107,500
By types of customers				
Non-related parties				
– Government bodies	15,367,776	3,981,007	–	–
– Non-government bodies	58,608	107,518	–	–
Subsidiary corporations	–	–	12,753,000	15,107,500
	15,426,384	4,088,525	12,753,000	15,107,500

Trade receivables and contract assets

The Group uses a provision matrix to measure the lifetime expected credit loss ("ECL") allowance for trade receivables and contract assets.

The allowance matrix is based on actual credit loss experience over the past three years. The ECL computed is purely derived from historical data which management is of the view that the historical conditions are representative of the conditions prevailing at the balance sheet date.

In calculating the ECL rates, the Group considers historical loss rates for each category of customers and adjusts to reflect current and forward-looking macroeconomic factors affecting the ability of the customers to settle the receivables.

The following table provides information about the exposure to credit risk and ECLs for current trade receivables and contract assets as at 31 December 2024 and 2023:

	Weighted average loss rate	Trade receivables	Contract assets	Gross carrying amount	Impairment loss allowance	Credit impaired
	%	$	$	$	$	
Group						
2024						
Current (not past due)	0.00	8,126,738	23,226,305	31,353,043	–	No
Past due <3 months	0.00	7,299,646	–	7,299,646	–	No
		15,426,384	23,226,305	38,652,689	–	
2023						
Current (not past due)	0.00	2,087,256	27,303,116	29,390,372	–	No
Past due <3 months	0.00	2,001,269	–	2,001,269	–	No
		4,088,525	27,303,116	31,391,641	–	
Company						
2024						
Current (not past due)	0.00	12,753,000	–	12,753,000	–	No
2023						
Current (not past due)	0.00	15,107,500	–	15,107,500	–	No

33 FINANCIAL RISK MANAGEMENT (CONT'D)

(b) Credit risk (cont'd)

Trade receivables and contract assets (cont'd)

Management believes that, based on their internal credit risk ratings, there is no credit loss allowance necessary in respect of the trade receivables and contract assets as they arose mainly from customers that have low default risk on billings and payments and a good record with the Group.

The Company's trade receivables from subsidiary corporations of the Company are provided under the overall group treasury strategy. The Group has sufficient financial assets and other committed credit lines to meet the cash flow needs of the Group. There is no loss allowance arising from these outstanding balances as the ECL is not significant.

Other financial assets, at amortised cost

The Group's and the Company's other financial assets recognised at amortised cost mainly comprised of other receivables (other than other receivables from subsidiary corporations, loans to associated companies and other investments at amortised cost) and deposits. The Group and the Company use the general approach for assessment of ECLs for these financial assets. Under the general approach, the loss allowance is measured at an amount equal to 12-month ECL at initial recognition.

At each balance sheet date, the Group and the Company assess whether the credit risk of these financial assets has increased significantly since initial recognition. When credit risk has increased significantly since initial recognition, the loss allowance is measured at an amount equal to lifetime ECL.

In determining the ECL, management has taken into account the historical default experience and the financial position of the counterparties, adjusted for factors that are specific to these receivables in estimating the probability of default of each of these financial assets.

For the purpose of impairment assessment, loss allowance is generally measured at an amount equal to 12-month ECL as there is low risk of default and strong capability to meet contractual cash flows. When the credit quality deteriorates and the resulting credit risk of other financial assets increase significantly since its initial recognition, the 12-month ECL would be replaced by lifetime ECL.

Other financial assets are written-off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of other receivables to engage in a repayment plan with the Group or the Company, and a failure to make contractual payments.

As at 31 December 2024 and 2023, the Group and the Company performed an assessment of qualitative and quantitative factors which are indicative of the risk of default and an assessment of impairment using the 12-month ECL basis on these financial assets. The Group and the Company concluded that no loss allowance is required to be provided for these financial assets.

Other receivables from subsidiary corporations

Other receivables from subsidiary corporations are provided mainly for short term funding requirements. The Company uses similar approach as described for *Other financial assets, at amortised cost* for assessment of ECL for these receivables. Impairment on remaining balances has been measured on the 12-month expected loss basis which reflects the low credit risk of the exposures. The Company concluded that the loss allowance provided for other receivables from subsidiary corporations is adequate.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

33 FINANCIAL RISK MANAGEMENT (CONT'D)

(b) Credit risk (cont'd)

Other receivables from subsidiary corporations (cont'd)

The movements in loss allowance are as follows:

	Company	
	2024	**2023**
	$	**$**
Beginning of financial year	510,000	687,863
Written off	–	(177,863)
End of financial year	510,000	510,000

Loans to associated companies

Loan receivables from associated companies are provided mainly for the purpose of operating and development activities in their respective fields. The Group uses similar approach as described for *Other financial assets, at amortised cost* for assessment of ECL for these receivables.

The Group monitors the credit risk of the associated companies based on the financial capacity to meet the contractual obligation. The Group determined that there is an under-performing associated company with significant increase in credit risk since initial recognition. Impairment of the loan to the associated company has been measured on lifetime ECL basis. The Group has recognised a loss allowance amounted to $4,700,000 as at 31 December 2023. Based on the current year's assessment, no additional loss allowance is required to be recognised.

The movements in loss allowance are as follows:

	Group	
	2024	**2023**
	$	**$**
Beginning of financial year	4,700,000	500,000
Impairment loss recognised during the financial year	–	4,200,000
End of financial year (Note 12)	4,700,000	4,700,000

Other investments at amortised cost

Other investments at amortised cost amounting to $2,005,108 (2023: $2,004,964) is considered as "low credit risk" because the issuer is with high credit quality rating. Hence, no loss allowance is required to be provided for such financial assets.

Cash and cash equivalents

Cash and cash equivalents are placed only with reputable licensed financial institutions with high credit-ratings. The cash balances are measured on a 12-month ECL and subjected to immaterial credit loss.

33 FINANCIAL RISK MANAGEMENT (CONT'D)

(c) Liquidity risk

The Group and the Company manage the liquidity risk by maintaining sufficient cash and cash equivalents and having an adequate amount of committed credit facilities to enable them to meet their normal operating commitments.

The table below analyses non-derivative financial liabilities of the Group and the Company into relevant maturity groupings based on the remaining period from the balance sheet date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

	Less than 1 year $	Between 1 and 2 years $	Between 2 and 5 years $	Total $
Group				
2024				
Trade and other payables	39,010,683	–	16,907,660	55,918,343
Borrowings	13,423,754	4,875,652	15,329,772	33,629,178
	52,434,437	4,875,652	32,237,432	89,547,521
2023				
Trade and other payables	39,748,492	–	15,277,896	55,026,388
Borrowings	13,928,631	5,309,107	17,228,567	36,466,305
	53,677,123	5,309,107	32,506,463	91,492,693
Company				
2024				
Trade and other payables	10,741,025	–	–	10,741,025
Financial guarantee	28,372,272	–	–	28,372,272
	39,113,297	–	–	39,113,297
2023				
Trade and other payables	13,935,907	–	–	13,935,907
Financial guarantee	30,451,863	–	–	30,451,863
	44,387,770	–	–	44,387,770

(d) Capital risk

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern and to maintain an optimal capital structure so as to maximise shareholder value. In order to maintain or achieve an optimal capital structure, the Group may adjust the amount of dividend payments, return capital to shareholders, issue new shares, buy back issued shares, obtain new borrowings or sell assets to reduce borrowings.

The Group's and Company's strategies in monitoring their capital are to maintain gearing ratios within 25% to 30%.

The gearing ratio is calculated as net debt divided by total capital. Net debt is calculated as borrowings plus trade and other payables less cash and cash equivalents. Total capital is calculated as equity plus net debt.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

33 FINANCIAL RISK MANAGEMENT (CONT'D)

(d) Capital risk (cont'd)

	Group		Company	
	2024	2023	2024	2023
	$	$	$	$
Net debt				
Borrowings (Note 18)	30,182,814	31,991,176	7,186	9,011
Trade and other payables (Note 17)	48,990,851	53,052,024	10,741,025	13,935,907
	79,173,665	85,043,200	10,748,211	13,944,918
Less: Cash and bank balances (Note 4)	(130,774,815)	(87,639,038)	(2,105,930)	(2,118,148)
Net debt	(51,601,150)	(2,595,838)	8,642,281	11,826,770
Total capital				
Net debt	(51,601,150)	(2,595,838)	8,642,281	11,826,770
Total equity	203,068,288	169,462,621	57,125,645	48,071,875
Total capital	151,467,138	166,866,783	65,767,926	59,898,645
Gearing ratio	N.M.	N.M.	13%	20%

The Group is in compliance with externally imposed capital requirements for the financial years ended 31 December 2024 and 2023, while the Company is not subject to externally imposed capital requirements for the financial years ended 31 December 2024 and 2023.

(e) Fair value measurements

Assets and liabilities are recognised and measured at fair value and classified by level of the following fair value measurement hierarchy:

(a) quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1);

(b) 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) (Level 2); and

(c) inputs for the asset or liability that are not based on observable market data (unobservable inputs) (Level 3).

Fair value disclosures of assets that are recognised or measured at fair value is disclosed at Notes 11, 12 and 16 to the financial statements respectively.

(f) Financial instruments by category

The carrying amount of the different categories of financial instruments is as disclosed on the face of the balance sheet and in notes to the financial statements, except for the following:

	Group		Company	
	2024	2023	2024	2023
	$	$	$	$
Financial assets, at amortised cost	152,958,206	102,114,211	34,146,915	29,754,921
Financial liabilities, at amortised cost	79,173,665	85,043,200	10,748,211	13,944,918

34 SEGMENT INFORMATION

The Group's operating segments are its strategic business units which offer different services and are managed separately. The reportable segment presentation is based on the Group's management and internal reporting structure used for its strategic decision-making purposes. Currently, the business segments operate only in Singapore and Australia.

Other service included in Singapore is investment holding which is not included within the reportable operating segments. The result of this operation, if any, is included in the "unallocated segments".

The Group's activities comprise the following reportable segments:

Construction – It relates to the construction of urban and arterial roads, expressways, vehicular bridges, flyovers and buildings and airports infrastructure.

Maintenance – It relates to re-construction work performed on roads, road reserves, pavements, footpaths and kerbs, guardrails, drains, signboards as well as bus bays and shelters.

Rental income – It relates to income received for rental of investment properties.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

34 SEGMENT INFORMATION (CONT'D)

	2024					2023				
	Construction $	Maintenance $	Rental income $	Unallocated $	Total $	Construction $	Maintenance $	Rental income $	Unallocated $	Total $
Group										
Revenue										
Total segment revenue	135,126,348	61,736,214	6,062,518	–	202,925,080	155,807,830	51,604,070	6,379,477	–	213,791,377
Inter-segment revenue	(21,173,212)	–	–	–	(21,173,212)	(53,399,103)	–	–	–	(53,399,103)
Revenue from external parties	113,953,136	61,736,214	6,062,518	–	181,751,868	102,408,727	51,604,070	6,379,477	–	160,392,274
Gross profit	35,312,486	18,929,967	3,938,622	–	58,181,075	14,218,895	6,474,840	4,027,822	–	24,721,557
Other gains	–	–	–	3,444,848	3,444,848	–	–	4,902,632	42,321,578	47,224,210
Other losses	–	–	(2,935,973)	(1,015,414)	(3,951,387)	–	–	–	(289,927)	(289,927)
Administrative expense	–	–	(556,701)	(17,233,863)	(17,790,564)	–	–	(678,172)	(17,995,328)	(18,673,500)
Finance expense	–	–	(1,792,915)	(255,674)	(2,048,589)	–	–	(1,779,410)	(285,501)	(2,064,911)
Share of profit of a joint venture					1,888					32,716
Share of profit of associated companies					219,588					171,518
Profit before tax					38,056,859					51,121,663
Income tax credit/ (expense)	–	–	1,157,308	(6,444,552)	(5,287,244)	–	–	374,761	(4,047,238)	(3,672,477)
Net profit					32,769,615					47,449,186
Depreciation of property, plant and equipment	4,518,365	1,112,860	–	503,972	6,135,197	3,871,520	765,988	–	460,990	5,098,498
Amortisation of intangible assets	–	–	–	2,320	2,320	7,133	–	–	9,047	16,180
Fair value (loss)/gain on investment properties	–	–	(2,935,973)	–	(2,935,973)	–	–	4,902,632	–	4,902,632
Arbitration award	–	–	–	–	–	43,792,693	–	–	–	43,792,693
Employee compensation	29,595,847	7,978,726	–	14,775,938	52,350,511	27,669,805	5,055,286	–	15,377,140	48,102,231
Purchase of inventories and materials	15,739,802	4,037,017	–	–	19,776,819	25,047,626	2,887,322	–	–	27,934,948
Subcontractor costs	14,979,038	26,771,141	–	–	41,750,179	16,132,056	35,037,933	–	–	51,169,989
Segment assets	30,469,188	11,511,888	85,149,155	–	127,130,231	26,372,575	8,059,511	88,233,726	–	122,665,812
Additions to:										
- Property, plant and equipment	446,095	203,989	–	–	650,084	886,486	73,710	–	–	960,196
- Investment properties	–	–	806,103	–	806,103	–	–	–	–	–
Segment liabilities	33,203,620	11,890,235	32,578,179	–	77,672,034	15,544,091	10,623,827	38,107,875	–	64,275,793

34 SEGMENT INFORMATION (CONT'D)

Segment assets

The amounts with respect to total assets are measured in a manner consistent with that of the financial statements. For the purposes of monitoring segment performance and allocating resources between segments, the management monitors the intangible asset (goodwill), contract assets, trade receivables and inventories. All assets are allocated to reportable segments other than cash and cash equivalents (partial), deposits, prepayments, other receivables, intangible assets (computer software licences), loans to associated companies and a joint venture, investments in associated companies and a joint venture, other investments at amortised cost and property, plant and equipment (partial).

Reportable segments' assets are reconciled to total assets as follows:

	2024 $	2023 $
Segment assets for reportable segments	127,130,231	122,665,812
Unallocated:		
– Cash and cash equivalents	127,382,283	84,246,506
– Deposits, prepayments, and other receivables	2,649,989	2,438,251
– Intangible assets (computer software licences)	–	2,320
– Loans to associated companies and a joint venture	3,075,250	6,603,939
– Investments in associated companies and a joint venture	5,546,623	2,081,458
– Property, plant and equipment	41,172,376	39,432,402
– Other investments at amortised cost	2,005,108	2,004,964
	181,831,629	136,809,840
	308,961,860	259,475,652

Segment liabilities

The amounts with respect to total liabilities are measured in a manner consistent with that of the financial statements. These liabilities are allocated based on the operations of the segments. All liabilities are allocated to the reportable segments other than other payables, income tax liabilities, deferred income tax liabilities and borrowings (partial).

Reportable segments' liabilities are reconciled to total liabilities as follows:

	2024 $	2023 $
Segment liabilities for reportable segments	77,672,034	64,275,793
Unallocated:		
– Other payables	11,966,593	13,159,738
– Current income tax liabilities	6,299,861	2,938,523
– Deferred income tax liabilities	2,239,545	1,874,839
– Borrowings	7,715,539	7,764,138
	28,221,538	25,737,238
	105,893,572	90,013,031

Major customers

Revenue of $73,103,238 (2023: $54,504,870), $52,092,974 (2023: $49,441,269) and $5,250,350 (2023: $5,667,391) are derived from mainly three external customers which is attributable to construction, maintenance and rental income segments respectively.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

34 SEGMENT INFORMATION (CONT'D)

Geographical Information

Geographical segments are analysed by two principal geographical areas, namely Singapore and Australia. In presenting information on the basis of geographical segments, segment revenue is based on the geographical location where the revenue is generated. Segment non-current assets and segment assets are based on the geographical location of the assets.

Group	Singapore $	Australia $	Total $
2024			
Segment revenue	176,501,518	5,250,350	181,751,868
Segment non- current assets	99,909,242	35,181,038	135,090,280
Segment assets	272,982,258	35,979,602	308,961,860
2023			
Segment revenue	154,724,883	5,667,391	160,392,274
Segment non- current assets	97,066,930	39,283,479	136,350,409
Segment assets	219,217,135	40,258,517	259,475,652

35 COMMITMENTS

(a) Capital commitments

Capital expenditures contracted for at the balance sheet date but not recognised in the financial statements are as follows:

	Group	
	2024 $	2023 $
Property, plant and equipment	228,818	243,165
Investment properties	922,846	–
	1,151,664	243,165

(b) Operating lease commitments – where the Group is a lessee

The Group leases land and office equipment from non-related parties under non-cancellable operating lease agreements.

The future minimum lease payables for low-value and short-term leases under non-cancellable operating leases contracted for at the balance sheet date but not recognised as liabilities, are as follows:

	Group	
	2024 $	2023 $
Not later than one year	11,836	17,347
Between one and five years	13,274	15,987
	25,110	33,334

35 COMMITMENTS (CONT'D)

(c) Operating lease commitments – where the Group is a lessor

The Group has leased out their owned investment properties to non-related parties for monthly lease payments. Where considered necessary to reduce credit risk, the Group may obtain bank guarantees for the term of the lease. This lease is classified as an operating lease because the risk and rewards incidental to ownership of the assets are not substantially transferred. The leases have remaining non-cancellable lease terms of up to 2 years to 4 years.

Rental income from investment properties is disclosed in Note 11 to the financial statements.

The table below discloses the undiscounted lease payments to be received by the Group for its leases after the balance sheet date as follows:

	Group	
	2024	**2023**
	$	**$**
Not later than one year	2,094,123	4,733,183
Between one and five years	1,105,333	3,034,058
Total undiscounted lease payments	3,199,456	7,767,241

36 CORPORATE GUARANTEE

(a) Corporate guarantees

The Company has issued corporate guarantees to banks and financing institutions to secure the subsidiary corporations' and associated companies' certain lease arrangement and bank borrowings amounting to $28,372,271 and $6,145,242 (2023: $30,451,863 and $8,796,833) respectively.

The corporate guarantees issued were not recognised in the financial statements as no value has been placed on the guarantees provided by the Company, considering that the likelihood of the guaranteed parties defaulting within the guaranteed period were assessed to be remote.

(b) Financial support

The Company provides financial support to certain subsidiary corporations to enable these subsidiary corporations to operate as going concern and to meet their liabilities as and when they fall due.

37 NEW OR REVISED ACCOUNTING STANDARDS AND INTERPRETATIONS

Below are the mandatory standards and amendments and interpretations to existing standards that have been published, and are relevant for the Group's accounting periods beginning on or after 1 January 2025 and which the Group has not early adopted.

Effective for annual periods beginning on or after 1 January 2025

(a) Amendments to SFRS(I) 1-21 *Lack of Exchangeability*:

SFRS(I) 1-21 is amended to add requirements to help entities to determine whether a currency is exchangeable into another currency, and the spot exchange rate to use when it is not. Prior to these amendments, SFRS(I) 1-21 set out the exchange rate to use when exchangeability is temporarily lacking, but not what to do when lack of exchangeability is not temporary.

NOTES TO THE FINANCIAL STATEMENTS (CONT'D)

For the financial year ended 31 December 2024

37 NEW OR REVISED ACCOUNTING STANDARDS AND INTERPRETATIONS (CONT'D)

Effective for annual periods beginning on or after 1 January 2025 (cont'd)

(b) Amendments to SFRS(I) 9 and SFRS(I) 7 *Amendments to the Classification and Measurement of Financial Instruments*:

SFRS(I) 9 and SFRS(I) 7 are amended to respond to recent questions arising in practice, and to include new requirements not only for financial institutions but also for corporate entities. These amendments:

- Clarify the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
- Clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest ("SPPI") criterion;
- Add new disclosures for certain instruments with contractual terms that can change cash flows (such as some financial instruments with features linked to the achievement of environment, social and governance targets); and
- Update the disclosures for equity instruments designated at fair value through other comprehensive income ("FVOCI").

(c) *Amendments* to SFRS(I) 18 *Presentation and Disclosures in Financial Statements*

SFRS(I) 18 replaces SFRS(I) 1-1 Presentation of Financial Statements, introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though IFRS 18 will not impact the recognition or measurement of items in the financial statements, its impacts on presentation and disclosure are expected to be pervasive, in particular those related to the statement of financial performance (comprising of the statement of profit or loss and other comprehensive income) and providing management-defined performance measures within the financial statements.

Management is currently assessing the detailed implications of applying the new standard on the Group's consolidated financial statements. From the high level preliminary assessment performed, the following potential impacts have been identified:

- Although the adoption of SFRS(I) 18 will have no impact on the Group's net profit, the Group expects that grouping items of income and expenses in the statement of profit or loss into the new categories will impact how operating profit is calculated and reported. From the high-level impact assessment that the Group has performed, the following items might potentially impact operating profit:
    - Foreign exchange differences currently aggregated in the line item "other (losses)/gains – net" in operating profit might need to be disaggregated, with some foreign exchange gains or losses presented below operating profit.
- The line items presented on the primary financial statements might change as a result of the application of the concept of "useful structured summary" and the enhanced principles on aggregation and disaggregation. In addition, since goodwill will be required to be separately presented in the statement of financial position, the Group will disaggregate goodwill and other intangible assets and present them separately in the statement of financial position.

37 NEW OR REVISED ACCOUNTING STANDARDS AND INTERPRETATIONS (CONT'D)

Effective for annual periods beginning on or after 1 January 2025 (cont'd)

(c) *Amendments* to SFRS(I) 18 *Presentation and Disclosures in Financial Statements* (cont'd)

- The Group does not expect there to be a significant change in the information that is currently disclosed in the notes because the requirement to disclose material information remains unchanged; however, the way in which the information is grouped might change as a result of the aggregation/disaggregation principles. In addition, there will be significant new disclosures required for:

  - management-defined performance measures;

  - a break-down of the nature of expenses for line items presented by function in the operating category of the statement of profit or loss – this break-down is only required for certain nature expenses; and

  - for the first annual period of application of SFRS(I) 18, a reconciliation for each line item in the statement of profit or loss between the restated amounts presented by applying SFRS(I) 18 and the amounts previously presented applying SFRS(I) 1-1.

- From a cash flow statement perspective, there will be changes to how interest received and interest paid are presented. Interest paid will be presented as financing cash flows and interest received as investing cash flows, which is a change from current presentation as part of operating cash flows.

The Group will apply the new standard from its mandatory effective date of 1 January 2027. Retrospective application is required, and so the comparative information for the financial year ending 31 December 2026 will be restated in accordance with SFRS(I) 18.

LETTER TO SHAREHOLDERS

OKP HOLDINGS LIMITED
胡 金 標 控 股 有 限 公 司
(Incorporated in the Republic of Singapore)
(Company Registration No. 200201165G)

Board of Directors:

Mr Or Kim Peow (Group Chairman)
Mr Or Toh Wat (Group Managing Director)
Mdm Ang Beng Tin (Executive Director)
Mr Or Kiam Meng (Executive Director)
Mr Oh Enc Nam (Executive Director)
Mr Or Lay Huat Daniel (Executive Director)
Mr Choy Wei Hsien Mark (Lead Independent Director)
Mr Tay Peng Huat (Independent Director)
Dr Ting Seng Kiong (Independent Director)

Registered Office:

30 Tagore Lane
Singapore 787484

1 April 2025

To: The Shareholders of OKP Holdings Limited ("**Shareholders**")

Dear Sir/Madam

PROPOSED RENEWAL OF THE SHARE PURCHASE MANDATE

We refer to the Notice of the Annual General Meeting of OKP Holdings Limited (the "**Company**", and together with its subsidiaries, the "**Group**") dated 1 April 2025 in respect of the annual general meeting ("**2025 AGM**") to be held on Tuesday, 29 April 2025 at 11.00 a.m. at 30 Tagore Lane Singapore 787484 and Resolution 10 set out under "Special Business" in the Notice of the said AGM.

1. INTRODUCTION

Shareholders had approved a mandate (the "**Share Purchase Mandate**") at the extraordinary general meeting held on 20 April 2009 to enable the Company to purchase or otherwise acquire issued ordinary shares in the capital of the Company ("**Shares**"). The Share Purchase Mandate had been subsequently renewed at the annual general meetings held in subsequent years, with the last renewal on 23 April 2024. The authority conferred on the directors of the Company (the "**Directors**") under the current Share Purchase Mandate will expire at the forthcoming Twenty-Third AGM (2025 AGM) to be held on 29 April 2025.

Accordingly, the Directors propose to seek the approval of Shareholders for the renewal of the Share Purchase Mandate. The purpose of this letter ("**Letter**") is to provide Shareholders with information in relation to the renewal of the Share Purchase Mandate.

The Company has appointed Vincent Lim & Associates LLC as the legal adviser to the Company in relation to the proposed renewal of the Share Purchase Mandate.

2. RATIONALE FOR THE SHARE PURCHASE MANDATE

The rationale for the Company to undertake the purchase or acquisition of its Shares is that the Share Purchase Mandate would give the Company the flexibility to undertake purchases of its Shares at any time, subject to market conditions, during the period when the Share Purchase Mandate is in force. Share purchases provide the Company with a mechanism to facilitate the return of surplus cash over and above its ordinary capital requirements, in an expedient and cost-efficient manner. The Share Purchase Mandate will also allow the Directors to exercise greater control over the Company's share capital structure, dividend payout and cash reserves, with a view to enhancing the net tangible assets and/or earnings per Share.

The purchase or acquisition of Shares will only be undertaken if the Directors believe that it can benefit the Company and Shareholders. Shareholders should note that purchases or acquisitions of Shares pursuant to the Share Purchase Mandate may not be carried out to the full 10% limit as authorised. No purchase or acquisition of Shares will be made in circumstances, which would have or may have a material adverse effect on the liquidity of Shares or the financial condition of the Company and the Group.

3. AUTHORITY AND LIMITS OF THE SHARE PURCHASE MANDATE

The authority and limitations placed on purchases or acquisitions of Shares by the Company under the proposed Share Purchase Mandate, if renewed at the 2025 AGM, are summarised below:

(a) Maximum Number of Shares

The Company may purchase only Shares, which are issued and fully paid-up. The total number of Shares that may be purchased is limited to that number of Shares representing not more than 10% of the issued Shares (excluding any treasury shares and subsidiary holdings) as at the date of the 2025 AGM on which the resolution renewing the Share Purchase Mandate is passed (the **"Approval Date"**), unless the Company has thereafter, at any time during the Relevant Period, reduced its share capital in accordance with the applicable provisions of the Companies Act 1967 (the "**Companies Act**"), 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 on which the Share Purchase Mandate is renewed and expiring on the date on which the next annual general meeting of the Company is held or is required by law to be held, whichever is the earlier.

As at 7 March 2025 (the "**Latest Practicable Date**"), the Company had 306,961,494 issued Shares (excluding treasury shares) and no subsidiary holdings, and thus up to 30,696,149 issued Shares may be purchased by the Company, assuming that the number of issued Shares (excluding treasury shares and subsidiary holdings) of the Company remains unchanged up to the date of the 2025 AGM.

(b) Duration of Authority

Purchases of Shares may be made, at any time and from time to time, from the Approval Date up to 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 conferred by the Share Purchase Mandate is varied or revoked by an ordinary resolution of Shareholders in general meeting.

LETTER TO SHAREHOLDERS (CONT'D)

(c) Manner of Purchase

Purchases of Shares may be made on the Singapore Exchange Securities Trading Limited (the "**SGX-ST**") (**"Market Purchases"**) and/or otherwise than on the SGX-ST, in accordance with an equal access scheme (**"Off-Market Purchases"**) as defined in Section 76C(6) of the Companies Act.

Market Purchases refer to purchases of Shares by the Company effected on the SGX-ST through one or more duly licensed stockbrokers appointed by the Company for the purpose.

Off-Market Purchases refer to purchases of Shares by the Company made under an equal access scheme or schemes for the purchase of Shares from Shareholders. The Directors may impose such terms and conditions, which are not inconsistent with the Share Purchase Mandate and the Companies Act, as they consider fit in the interests of the Company in connection with or in relation to an equal access scheme or schemes. Under the Companies Act, an equal access scheme must satisfy all the following conditions:

(i) offers for the purchase or acquisition of issued shares shall be made to every person who holds issued shares to purchase or acquire the same percentage of their issued shares;

(ii) all of those persons shall be given a reasonable opportunity to accept the offers made; and

(iii) the terms of all the offers are the same, except that there shall be disregarded:-

(aa) differences in consideration attributable to the fact that offers may relate to shares with different accrued dividend entitlements;

(bb) (if applicable) differences in consideration attributable to the fact that offers relate to shares with different amounts remaining unpaid; and

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

In addition, the Listing Manual provides that, in making an Off-Market Purchase, the Company must issue an offer document to all Shareholders, which must contain at least the following information:

(i) the terms and conditions of the offer;

(ii) the period and procedures for acceptances;

(iii) the reasons for the proposed share purchase;

(iv) the consequences, if any, of share purchases by the Company that will arise under the Singapore Code on Take-overs and Mergers (the "**Take-over Code**") or other applicable take-over rules;

(v) whether the share purchase, if made, could affect the listing of the Shares on the SGX-ST;

(vi) details of any share purchases made by the Company in the previous 12 months (whether Market Purchases or Off-Market Purchases), giving the total number of Shares purchased, the purchase price per Share or the highest and lowest prices paid for the purchases, where relevant, and the total consideration paid for the purchases; and

(vii) whether the Shares purchased by the Company will be cancelled or kept as treasury shares.

(d) Maximum Purchase Price

The purchase price (excluding brokerage, stamp duties, commissions, applicable goods and services tax and other related expenses) to be paid for the Shares will be determined by the Directors.

However, the purchase price must not exceed:

(i) in the case of a Market Purchase, 105% of the Average Closing Price (as defined below); and

(ii) in the case of an Off-Market Purchase pursuant to an equal access scheme, 120% of the Highest Last Dealt Price (as defined below),

(the **"Maximum Price"**) in either case, excluding related expenses of the purchase.

For the above purposes:

"Average Closing Price" means the average of the closing market prices of a Share over the last five Market Days on which transactions in 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 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, 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.

4. STATUS OF PURCHASED SHARES

Any Share which is purchased by the Company is deemed cancelled immediately on purchase (and all rights and privileges attached to that Share will expire on cancellation) unless such Share is held by the Company as a treasury share. Accordingly, the total number of issued Shares will be diminished by the number of Shares purchased or acquired by the Company and which are not held as treasury shares.

Under the Companies Act, Shares purchased or acquired by the Company may be held or dealt with as treasury shares. According to the key provisions on treasury shares under the Companies Act:

(a) Maximum Holdings

The number of Shares held as treasury shares cannot at any time exceed 10% of the total number of issued Shares. Any Shares in excess of this limit shall be disposed of or cancelled in accordance with the applicable provisions of the Companies Act.

(b) Voting and other Rights

The Company shall not exercise any right in respect of the treasury shares and any purported exercise of such a right is void. In particular, the Company will not have the right to attend or vote at meetings and/or to receive any dividends or other distribution in respect of treasury shares. However, the allotment of shares as fully paid bonus shares in respect of the treasury shares is allowed. Also, a subdivision or consolidation of any treasury share into treasury shares of a greater or smaller number is allowed so long as the total value of the treasury shares after the subdivision or consolidation is the same as before.

LETTER TO SHAREHOLDERS (CONT'D)

(c) Disposal and Cancellation

The Company may dispose of treasury shares at any time in the following ways:

(i) selling the treasury shares for cash;

(ii) transferring the treasury shares for the purposes of or pursuant to any share scheme, whether for employees, directors or other persons;

(iii) transferring the treasury shares as consideration for the acquisition of shares in or assets of another company or assets of a person;

(iv) cancelling the treasury shares; or

(v) selling, transferring or otherwise using the treasury shares for such other purposes as may be prescribed by the Minister for Finance.

5. SOURCE OF FUNDS

The Companies Act permits the Company to purchase its Shares out of capital or profits so long as the Company is solvent. For this purpose, the Company is solvent if at the date of the payment for the Shares, the following conditions are satisfied:

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

(b) if (i) it is intended to commence winding up of the Company within the period of 12 months immediately after the date of the payment, the Company will be able to pay its debts in full within the period of 12 months after the date of commencement of the winding up; or (ii) it is not intended so to commence winding up, the Company will be able to pay its debts as they fall due during the period of 12 months immediately after the date of the payment; and

(c) the value of the Company's assets is not less than the value of its liabilities (including contingent liabilities) and will not, after the purchase of Shares, become less than the value of its liabilities (including contingent liabilities).

The Company intends to use internal sources of funds, or a combination of internal resources and external borrowings, to finance purchases of its Shares.

6. FINANCIAL EFFECTS

It is not possible for the Company to realistically calculate or quantify the impact of purchases that may be made pursuant to the proposed Share Purchase Mandate on the net tangible asset value and earnings per Share as the resultant effect would depend on factors such as the aggregate numbers of Shares purchased, the purchase prices paid at the relevant times, whether the Shares purchased or acquired are held in treasury or immediately cancelled on purchase or acquisition, how the Shares held in treasury are subsequently dealt with by the Company in accordance with Section 76K of the Companies Act, and the amounts (if any) borrowed by the Company to fund the purchases.

(a) Purchase or Acquisition Out of Capital or Profits

Where the purchase of Shares is made out of distributable profits, such purchase (including costs incidental to the purchase) will correspondingly reduce the amount available for the distribution of cash dividends by the Company.

Where the purchase of Shares is made out of capital, the amount available for the distribution of cash dividends by the Company will not be reduced.

Where the purchase of Shares is financed through internal resources, it will reduce the cash reserves of the Group and the Company, and thus the current assets and shareholders' funds of the Group and the Company. This will result in an increase in the gearing ratios of the Group and the Company and a decline in the current ratios of the Group and the Company. The actual impact on the gearing and current ratios will depend on the number of Shares purchased or acquired and the prices at which the Shares are purchased or acquired.

Where the purchase or acquisition of Shares is financed through external borrowings or financing, there would be an increase in the gearing ratios of the Group and the Company, and a decline in the current ratios and shareholders' funds of the Group and the Company, with the actual impact dependent on the number of Shares purchased or acquired and the prices at which the Shares are purchased or acquired.

(b) Illustrative Financial Effects

For illustrative purposes only and on the basis of the following assumptions:

(i) that the purchase or acquisition by the Company of 30,696,149 Shares, representing 10% of its issued Shares (excluding treasury shares and subsidiary holdings) as at the Latest Practicable Date, was made on 31 December 2024;

(ii) that the Company purchased or acquired Shares via Market Purchases at the Maximum Price of $0.340 for each Share (being 105% of the Average Closing Price as at 31 December 2024) or via Off-Market Purchases at the Maximum Price of $0.396 for each Share (being 120% of the Highest Last Dealt Price as at 31 December 2024);

(iii) that the purchase or acquisition of Shares by the Company, which required funds amounting to $10,436,691 for Market Purchases or $12,155,675 for Off-Market Purchases was financed entirely using its internal sources of funds; and

(iv) that the purchase or acquisition of Shares was made entirely out of capital and the Shares were held as treasury shares after the purchase or acquisition,

the financial effects of Share purchases by the Company pursuant to the Share Purchase Mandate on the audited consolidated financial statements of the Group for the financial year ended 31 December 2024 ("**FY2024**"), are set out below.

LETTER TO SHAREHOLDERS (CONT'D)

6. FINANCIAL EFFECTS (CONT'D)

Scenario 1
Market Purchases of 30,696,149 Shares made entirely out of capital and held as treasury shares

	Group		Company	
As at 31 December 2024	**Before Share Purchase $'000**	**After Share Purchase $'000**	**Before Share Purchase $'000**	**After Share Purchase $'000**
Share capital	36,832	36,832	36,832	36,832
Other reserves	1,459	1,459	–	–
Retained profits	148,538	148,538	20,528	20,528
	186,829	186,829	57,360	57,360
Non-controlling interests	16,474	16,474	–	–
	203,303	203,303	57,360	57,360
Treasury shares	(235)	(10,672)	(235)	(10,672)
Shareholders' funds	203,068	192,631	57,125	46,688
Current assets	173,871	163,434	34,355	32,249
Current liabilities	75,515	75,515	10,932	10,932
Cash and cash equivalents	130,775	120,338	2,106	–
Working capital	98,356	87,919	23,423	21,317
Total borrowings[(1)]	30,183	30,183	7	7
Net tangible assets[(2)]	201,380	190,944	57,125	46,688
Net profit after tax attributable to shareholders of the Company	33,705	33,705	13,658	13,658
Number of Shares ('000)	306,961	276,265	306,961	276,265
Financial Ratios				
Net tangible assets per Share (cents)	65.60	69.12	18.61	16.90
Earnings per Share[(3)] (cents)	10.98	12.20	4.45	4.94
Gearing ratio[(4)] (times)	0.15	0.16	0.00	0.00
Current ratio[(5)] (times)	2.30	2.16	3.14	2.95

Notes:-

(1) Total borrowings relate to lease liabilities and bank loans.

(2) Net tangible assets equal total net assets less deferred expenditure and other intangible assets.

(3) Earnings per Share is calculated based on net profit after tax attributable to shareholders divided by the weighted average number of shares.

(4) Gearing ratio equals total borrowings divided by shareholders' funds.

(5) Current ratio equals current assets divided by current liabilities.

6. FINANCIAL EFFECTS (CONT'D)

Scenario 2

Off-Market Purchases of 30,696,149 Shares made entirely out of capital and held as treasury shares

	Group		Company	
As at 31 December 2024	**Before Share Purchase $'000**	**After Share Purchase $'000**	**Before Share Purchase $'000**	**After Share Purchase $'000**
Share capital	36,832	36,832	36,832	36,832
Other reserves	1,459	1,459	–	–
Retained profits	148,538	148,538	20,528	20,528
	186,829	186,829	57,360	57,360
Non-controlling interests	16,474	16,474	–	–
	203,303	203,303	57,360	57,360
Treasury shares	(235)	(12,391)	(235)	(12,391)
Shareholders' funds	203,068	190,912	57,125	44,969
Current assets	173,871	161,715	34,355	32,249
Current liabilities	75,515	75,515	10,932	10,932
Cash and cash equivalents	130,775	118,619	2,106	–
Working capital	98,356	86,200	23,423	21,317
Total borrowings(1)	30,183	30,183	7	7
Net tangible assets(2)	201,380	189,408	57,125	44,969
Net profit after tax attributable to shareholders of the Company	33,705	33,705	13,658	13,658
Number of Shares ('000)	306,961	276,265	306,961	276,265
Financial Ratios				
Net tangible assets per Share (cents)	65.60	68.49	18.61	16.28
Earnings per Share(3) (cents)	10.98	12.20	4.45	4.94
Gearing ratio(4) (times)	0.15	0.16	0.00	0.00
Current ratio(5) (times)	2.30	2.14	3.14	2.95

Notes:-

(1) Total borrowings relate to lease liabilities and bank loans.

(2) Net tangible assets equal total net assets less deferred expenditure and other intangible assets.

(3) Earnings per Share is calculated based on net profit after tax attributable to shareholders divided by the weighted average number of shares.

(4) Gearing ratio equals total borrowings divided by shareholders' funds.

(5) Current ratio equals current assets divided by current liabilities.

Shareholders should note that the financial effects set out in this Section 6 are purely for illustrative purposes only. In particular, it is important to note that the above analysis is based on historical FY2024 numbers and is not necessarily representative of the Company's or the Group's future financial performance.

LETTER TO SHAREHOLDERS (CONT'D)

7. LISTING RULES

Under the listing rules of the SGX-ST, a listed company may purchase shares by way of Market Purchases at a price per share which is not more than 5% above the average of the closing market prices of the shares over the last five Market Days, on which transactions in the shares were recorded, before the day on which the purchases were made and deemed to be adjusted for any corporate action that occurs during the relevant five-day period and the day on which the purchases were made. The Maximum Price for a Share in relation to Market Purchases by the Company, referred to in Section 3(d) above, conforms to this restriction.

The listing rules of the SGX-ST specify that a listed company shall notify the SGX-ST of all purchases or acquisitions of its shares not later than 9.00 a.m. (a) in the case of a Market Purchase, on the Market Day following the day of purchase or acquisition of any of its shares and (b) in the case of an Off-Market Purchase under an equal access scheme, on the second Market Day after the close of acceptances of the offer. Such announcement must include details of the date of the purchases of the shares, the total number of shares purchased, the number of shares cancelled, the number of shares held as treasury shares, the purchase price per share or the highest and lowest prices paid for such shares (as applicable), the total consideration (including stamp duties and clearing charges) paid or payable for the shares, and the cumulative number of shares purchased. Such announcement will be made in the form prescribed by the Listing Manual.

While the listing rules of the SGX-ST do not expressly prohibit any purchase of shares by a listed company during any particular time or times, because the listed company would be regarded as an "insider" in relation to any proposed purchase or acquisition of its issued shares, the Company will not undertake any purchase or acquisition of Shares pursuant to the proposed Share Purchase Mandate at any time after a price sensitive development has occurred or has been the subject of a decision until the price sensitive information has been publicly announced. In particular, in observing the best practices recommended in the Listing Manual on securities dealings, the Company will not purchase or acquire any Shares through Market Purchases during the period of one month immediately preceding the announcement of the Company's half-year and full-year financial statements, as the case may be, and ending on the date of announcement of the relevant financial statements.

8. LISTING STATUS ON THE SGX-ST

The Company is required under Rule 723 of the SGX-ST Listing Manual to ensure that at least 10% of its issued Shares (excluding treasury shares, preference shares and convertible equity securities) are in the hands of the public. The "public", as defined in the Listing Manual, are persons other than the Directors, Chief Executive Officer (or, in the case of the Company, the Group Managing Director), substantial shareholders and controlling shareholders of the Company and its subsidiaries, as well as the associates (as defined in the Listing Manual) of such persons.

As at the Latest Practicable Date, there were approximately 89,107,084 issued Shares in the hands of the public (as defined above), representing 29.03% of the total number of issued Shares (excluding treasury shares) of the Company. Assuming that the Company purchases its Shares through Market Purchases up to the full 10% limit pursuant to the Share Purchase Mandate and holds the purchased Shares as treasury shares, the number of issued Shares in the hands of the public would be reduced to 58,410,935 Shares, representing 21.14% of the total number of issued Shares (excluding treasury shares) of the Company. As at the Latest Practicable Date, the Company held 1,469,100 treasury shares.

In view of the foregoing, the Company is of the view that there is, at present, a sufficient number of Shares in public hands that would permit the Company to potentially undertake purchases of its Shares through Market Purchases up to the full 10% limit pursuant to the Share Purchase Mandate without:

(i) affecting adversely the listing status of the Shares on the SGX-ST;

(ii) causing market illiquidity; or

(iii) affecting adversely the orderly trading of Shares.

9. TAX IMPLICATIONS

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

10. IMPLICATIONS OF TAKE-OVER CODE

(a) Obligation to Make a Take-over Offer

If as a result of any purchase or acquisition by the Company of its Shares, a Shareholder's proportionate interest in the voting capital of the Company increases, such increase will be treated as an acquisition for the purposes of the Take-over Code. If such increase results in a change in effective control, or as a result of such increase a Shareholder or group of Shareholders acting in concert obtain or consolidate effective control, it may in certain circumstances give rise to an obligation on the part of such Shareholder or group of Shareholders acting in concert to make a take-over offer for the Company under Rule 14 of the Take-over Code.

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

In relation to Directors and persons acting in concert with them, Rule 14 provides that unless exempted, Directors and persons acting in concert with them will incur an obligation to make a take-over offer for the Company if, as a result of a purchase or acquisition of Shares by the Company:

(i) the percentage of voting rights held by such Directors and their concert parties in the Company increases to 30% or more; or

(ii) if they together hold between 30% and 50% of the Company's voting rights, their voting rights increase by more than 1% in any period of six months.

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

(b) Persons Acting in Concert

Under the Take-over Code, persons acting in concert comprise individuals or companies who, pursuant to an agreement or understanding (whether formal or informal), co-operate, through the acquisition by any of them of shares in a company to obtain or consolidate effective control of that company. Unless the contrary is established, the following persons, *inter alia*, will be presumed to be acting in concert: (i) a company with any of its directors; and (ii) a company, its parent company, subsidiaries and fellow subsidiaries, and their associated companies, and companies of which such companies are associated companies, all with each other. For this purpose, ownership or control of at least 20% but not more than 50% of the voting rights of a company will be regarded as the test of associated company status.

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

As at the Latest Practicable Date, Or Kim Peow Investments Pte Ltd, the controlling Shareholder of the Company, together with persons acting concert with it, comprising Or Kim Peow, Or Toh Wat, Ang Beng Tin, Or Kiam Meng, Oh Enc Nam and Or Lay Huat Daniel, who are Directors of the Company, and their close relatives, collectively held 56.91% of the voting rights of the Company. They would not be obliged to make a take-over offer for the Company under Rule 14 of the Take-over Code as a result of any purchase or acquisition of Shares by the Company under the Share Purchase Mandate.

Shareholders who are in doubt as to whether they would incur any obligation to make a take-over offer as a result of any purchase or acquisition of Shares by the Company pursuant to the Share Purchase Mandate are advised to consult their professional advisers and/or the SIC and/or other relevant authorities at the earliest opportunity.

LETTER TO SHAREHOLDERS (CONT'D)

11. REPORTING REQUIREMENTS

Within 30 days of the passing of the Shareholders' resolution to renew the Share Purchase Mandate, the Directors shall lodge a copy of such resolution with the Registrar of Companies (the "**Registrar**").

The Directors shall lodge with the Registrar a notice of share purchase within 30 days of a share purchase. Such notification shall include the date of the purchase, the number of Shares purchased by the Company, the number of Shares cancelled, the number of Shares held as treasury shares, the Company's issued share capital before and after the purchase, the amount of consideration paid by the Company for the purchase, whether the Shares were purchased out of the profits or the capital of the Company, and such other particulars as may be required in the prescribed form.

Within 30 days of the cancellation or disposal of treasury shares in accordance with the provisions of the Companies Act, the Directors shall lodge with the Registrar the notice of cancellation or disposal of treasury shares in the prescribed form.

12. SHARE PURCHASES IN THE PREVIOUS 12 MONTHS

No purchases of Shares have been made by the Company in the 12 months preceding the Latest Practicable Date.

13. DIRECTORS' AND SUBSTANTIAL SHAREHOLDERS' INTERESTS

The interests of the Directors and substantial Shareholders in the share capital of the Company as at the Latest Practicable Date, as recorded in the Register of Director's Shareholdings and the Register of Substantial Shareholders kept by the Company, are as follows:

	Direct Interest		**Deemed Interest**	
	Number of Shares	**%**[1]	**Number of Shares**	**%**[1]
Directors				
Or Kim Peow[2]	757,000	0.25	168,566,910	54.91
Or Toh Wat	322,000	0.10	–	–
Ang Beng Tin	323,500	0.11	–	–
Or Kiam Meng	322,000	0.10	–	–
Oh Enc Nam	133,000	0.04	–	–
Or Lay Huat Daniel	322,000	0.10	–	–
Choy Wei Hsien Mark	–	–	–	–
Tay Peng Huat	–	–	–	–
Ting Seng Kiong	–	–	–	–
Substantial Shareholders (other than Directors)				
Or Kim Peow Investments Pte Ltd	168,566,910	54.91	–	–
CS International (S) Pte. Ltd.[3]	43,125,000	14.05	–	–

Notes:

(1) As a percentage of the total number of 306,961,494 issued Shares (excluding 1,469,100 treasury shares).

(2) Mr Or Kim Peow is deemed to have an interest in the 168,566,910 Shares held by Or Kim Peow Investments Pte Ltd by virtue of Section 7 of the Companies Act.

(3) China Sonangol International Limited, Fung Yuen Kwan Veronica, Lo Fong Hung, Newtech Holdings Limited, New Bright International Development Limited and Sonangol E.P. are each deemed to be interested in the Shares held by CS International (S) Pte. Ltd. by virtue of Section 7 of the Companies Act.

14. DIRECTORS' RECOMMENDATIONS

Having fully considered the rationale for the renewal of the Share Purchase Mandate set out in this Letter, the Directors believe that the renewal of the Share Purchase Mandate is in the best interest of the Company. The Board of Directors recommend that Shareholders vote in favour of Resolution 10, being the ordinary resolution relating to the renewal of the Share Purchase Mandate to be proposed at the forthcoming 2025 AGM.

15. DIRECTORS' RESPONSIBILITY STATEMENT

The Directors collectively and individually accept full responsibility for the accuracy of the information given in this Letter and confirm after having made all reasonable enquiries that, to the best of their knowledge and belief, this Letter constitutes full and true disclosure of all material facts about the renewal of the Share Purchase Mandate, the Company and its subsidiaries, and the Directors are not aware of any facts the omission of which would make any statement in this Letter misleading. Where information in this Letter has been extracted from published or otherwise publicly available sources or obtained from a named source, the sole responsibility of the Directors has been to ensure that such information has been accurately and correctly extracted from those sources and/or reproduced in this Letter in its proper form and context.

16. DISCLAIMER

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

17. DOCUMENTS AVAILABLE FOR INSPECTION

The following documents are available for inspection at the registered office of the Company at 30 Tagore Lane Singapore 787484 during normal business hours from the date of this Letter up to the date of the 2025 AGM:

(a) the Annual Report of the Company for the financial year ended 31 December 2024; and

(b) the Constitution of the Company.

Yours faithfully

For and on behalf of the Board of Directors of
OKP HOLDINGS LIMITED

Or Kim Peow
Group Chairman

STATISTICS OF SHAREHOLDINGS

As at 7 March 2025

Issued and paid-up capital	:	$36,832,301
Number of issued shares	:	308,430,594
Class of shares	:	Ordinary shares
Voting rights	:	One vote per share

The Company holds 1,469,100 treasury shares and there are no subsidiary holdings. The treasury shares constitute 0.48% of the total number of issued shares of the Company.

DISTRIBUTION OF SHAREHOLDINGS

(As at 7 March 2025)

Size of Shareholdings	No of Shareholders	%	No of Shares	%
1 – 99	308	13.66	3,009	0.00
100 – 1,000	94	4.17	58,860	0.02
1,001 – 10,000	774	34.34	4,509,413	1.47
10,001 – 1,000,000	1,063	47.16	58,131,251	18.94
1,000,001 and above	15	0.67	244,258,961	79.57
TOTAL	2,254	100.00	306,961,494	100.00

The above shareholdings do not include 1,469,100 treasury shares held by the Company.

SUBSTANTIAL SHAREHOLDERS

(As recorded in the Register of Substantial Shareholders as at 7 March 2025)

	Direct Interest	%	Deemed Interest	%
Or Kim Peow Investments Pte. Ltd.	168,566,910	54.91	–	–
CS International (S) Pte. Ltd. (1)	43,125,000	14.05	–	–
Or Kim Peow (2)	757,000	0.25	168,566,910	54.91

Notes:

(1) China Sonangol International Limited, Fung Yuen Kwan Veronica, Lo Fong Hung, Newtech Holdings Limited, New Bright International Development Limited and Sonangol E.P. are each deemed to be interested in the shares held by CS International (S) Pte. Ltd. by virtue of Section 7 of the Companies Act 1967.

(2) Or Kim Peow is deemed to have an interest in the 168,566,910 shares held by Or Kim Peow Investments Pte. Ltd. by virtue of Section 7 of the Companies Act 1967.

STATISTICS OF SHAREHOLDINGS (CONT'D)

As at 7 March 2025

TWENTY LARGEST SHAREHOLDERS

(As at 7 March 2025)

No	Name	No of Shares	%
1	Or Kim Peow Investments Pte Ltd	168,566,910	54.91
2	CS International (S) Pte Ltd	43,125,000	14.05
3	HSBC (Singapore) Nominees Pte Ltd	6,142,200	2.00
4	DBS Nominees (Private) Limited	4,549,364	1.48
5	Phillip Securities Pte Ltd	4,168,009	1.36
6	OCBC Securities Private Limited	2,603,610	0.85
7	Eng Koon Hock	2,039,000	0.66
8	OCBC Nominees Singapore Private Limited	1,975,918	0.64
9	Raffles Nominees (Pte.) Limited	1,974,800	0.64
10	Lim Bee Kim	1,961,500	0.64
11	Oh Kim Poy	1,909,500	0.62
12	Maybank Securities Pte. Ltd.	1,557,600	0.51
13	United Overseas Bank Nominees (Private) Limited	1,317,000	0.43
14	ABN AMRO Clearing Bank N.V.	1,306,000	0.43
15	Or Lay Tin	1,062,550	0.35
16	Chan Chee Meng	858,600	0.28
17	Teo Teck Liam	800,500	0.26
18	Chua Kim Tiong	757,500	0.25
19	Or Kim Peow	757,000	0.25
20	Seng Hong Noi	715,900	0.23
	Total	248,148,461	80.84

RULE 723 OF THE SGX LISTING MANUAL – FREE FLOAT

Based on the information provided to the Company as at 7 March 2025, there were approximately 89,145,084 shares held in the hands of the public as defined in the SGX Listing Manual, representing 29.04% of the total number of issued shares (excluding treasury shares) of the Company. Accordingly, Rule 723 of the SGX Listing Manual has been complied with.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Twenty-Third Annual General Meeting (the "**AGM**") of OKP HOLDINGS LIMITED (the "**Company**") will be held at 30 Tagore Lane, Singapore 787484 on Tuesday, 29 April 2025 at 11.00 a.m. for the following purposes:

AS ORDINARY BUSINESS

Resolution 1

1. To receive and adopt the audited financial statements for the financial year ended 31 December 2024 together with the Directors' Statement and the Independent Auditor's Report.

Resolution 2

2. To declare a final one-tier tax exempt dividend of $0.010 (2023: $0.007) per ordinary share and a special one-tier tax exempt dividend of $0.015 (2023: $0.008) per ordinary share for the financial year ended 31 December 2024.

Resolution 3

3. To re-elect Mr Oh Enc Nam who is retiring by rotation pursuant to Regulation 107 of the Company's Constitution (the "**Constitution**") and who, being eligible, offers himself for re-election as a Director.
   [see Explanatory Note (i)]

Resolution 4

4. To re-elect Mr Or Lay Huat Daniel who is retiring by rotation pursuant to Regulation 107 of the Constitution and who, being eligible, offers himself for re-election as a Director.
   [see Explanatory Note (i)]

Resolution 5

5. To re-elect Mr Choy Wei Hsien Mark who is retiring by rotation pursuant to Regulation 107 of the Constitution and who, being eligible, offers himself for re-election as a Director.
   [see Explanatory Note (i)]

Resolution 6

6. To approve the payment of Directors' fees of $130,000 (2024: $145,021) for the financial year ending 31 December 2025.

Resolution 7

7. To re-appoint CLA Global TS Public Accounting Corporation as the Company's Independent Auditor and to authorise the Directors to fix their remuneration.

8. To transact any other ordinary business that may be properly transacted at an Annual General Meeting.

AS SPECIAL BUSINESS

To consider and, if thought fit, pass with or without modifications, the following resolutions as Ordinary Resolutions:

Resolution 8

9. "Authority to allot and issue shares

   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."

[see Explanatory Note (ii)]

Resolution 9

10. "Authority to allot and issue shares pursuant to the OKP Performance Share Scheme

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."

[see Explanatory Note (iii)]

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

Resolution 10

11. "Share purchase mandate

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 conferred by 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."

[see Explanatory Note (iv)]

BY ORDER OF THE BOARD

VINCENT LIM
Company Secretary

Singapore
1 April 2025

NOTICE OF ANNUAL GENERAL MEETING (CONT'D)

Explanatory Notes:

(i) Detailed information on Mr Oh Enc Nam, Mr Or Lay Huat Daniel and Mr Choy Wei Hsien Mark who are proposed to be re-elected as Directors of the Company can be found under the sections, "Our Board of Directors", "Corporate Governance Report" and "Additional Information on Directors Seeking Re-election", of the Company's Annual Report.

Mr Choy Wei Hsien Mark will, upon re-election as a Director, remain as the Lead Independent Director, the Chairman of the Remuneration Committee and a member of the Audit and Nominating Committees and will be considered independent for the purpose of Rule 704(8) of the Listing Manual of the Singapore Exchange Securities Trading Limited ("**SGX-ST**").

(ii) Ordinary Resolution 8, if passed, will empower the Directors to issue shares in the capital of the Company and to make or grant instruments (such as warrants) convertible into shares, and to issue shares in pursuance of such instruments, up to a number not exceeding 50% of the total number of issued shares (excluding treasury shares and subsidiary holdings) in the capital of the Company, with a sub-limit of 20% for issues other than on a pro-rata basis to shareholders. For the purpose of determining the aggregate number of shares that may be issued, 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 Ordinary Resolution 8 is passed, after adjusting for (a) 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 Ordinary Resolution 8 is passed, provided the options or awards were granted in compliance with Part VIII of Chapter 8 of the Listing Manual of the SGX-ST, and (b) any subsequent bonus issue, consolidation or sub-division of shares. Such authority will, unless previously revoked or varied at a general meeting, expire at the next annual general meeting of the Company.

(iii) Ordinary Resolution 9, if passed, will empower the Directors to grant awards under the OKP Performance Share Scheme and to allot and issue shares pursuant to the vesting of awards under the said Scheme, provided that the aggregate number of shares to be issued, when added to the number of shares issued and issuable in respect of all awards granted under the said Scheme and all other shares issued and issuable 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.

(iv) Ordinary Resolution 10, if passed, will renew the mandate to permit the Company to purchase or otherwise acquire its issued ordinary shares on the terms and subject to the conditions of the Resolution. Further details are set out in the Letter to Shareholders which is enclosed with the Company's Annual Report, as an Appendix.

Notes:

1. Members of the Company are invited to attend the AGM in person. There will be no option for members to participate by electronic means. Printed copies of the Annual Report 2024 will not be sent to members but will be made available to members upon request by completing and returning the Request Form. Printed copies of the Request Form, this Notice of AGM and the accompanying Proxy Form will be sent by post to members. The Annual Report 2024 (including this Notice of AGM and the accompanying Proxy Form) will be published on the SGX website at https://www.sgx.com/securities/company-announcements and on the Company's website at https://okp.listedcompany.com/ar.html.

2. Unless otherwise permitted under the Companies Act 1967 of Singapore (the "**Companies Act**"), a member of the Company entitled to attend and vote at the AGM may appoint not more than two proxies to attend and vote in his stead. A proxy need not be a member of the Company.

3. A member who is a relevant intermediary (as defined in Section 181 of the Companies Act) may appoint more than two proxies, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member.

4. Where a member appoints more than one proxy, he shall specify the proportion of his shareholding to be represented by each proxy in the Proxy Form.

5. If the member is a corporation, the Proxy Form must be executed under its common seal or signed by its duly authorised officer or attorney.

6. The duly completed and executed Proxy Form must be submitted:

   (a) by post to the registered office of the Company at 30 Tagore Lane, Singapore 787484; or

   (b) by electronic mail to agm2025@okph.com,

   in either case, to be received not less than 72 hours before the time appointed for holding the AGM, failing which the Proxy Form will be treated as invalid.

7. In addition to asking questions during the AGM proceedings, members can also submit questions relating to the resolutions to be tabled for approval at the AGM in the following manner:

   (a) by post to the registered office of the Company at 30 Tagore Lane, Singapore 787484; or

   (b) by electronic mail to agm2025@okph.com,

   in either case, so that they are received no later than **5.00 p.m. on 9 April 2025**.

   When the questions are submitted, the member's full name, identification/registration number and manner in which shares are held must be included for verification purposes, failing which the submission will be treated as invalid. The Company will address substantial and relevant questions relating to the resolutions to be tabled for approval at the AGM by 23 April 2025. The Company will publish the response to the questions on SGXNet and the Company's website.

8. Investors who hold shares under the Central Provident Fund ("**CPF**") Investment Scheme and/or the Supplementary Retirement Scheme ("**SRS**") and who wish to vote:

   (a) may vote at the AGM if they are appointed as proxies by their respective CPF Agent Banks or SRS Operators, and should contact their respective CPF Agent Banks or SRS Operators if they have any queries regarding their appointment as proxies; or

   (b) may appoint the Chairman of the Meeting as proxy to vote on their behalf at the AGM, in which case they should approach their respective CPF Agent Banks or SRS Operators to submit their votes at least seven working days before the date of the AGM.

PERSONAL DATA PRIVACY:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents or service providers) for the purpose of the processing, administration and analysis by the Company (or its agents or service providers) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents or service providers) 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 or service providers), 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 or service providers) 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.

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION

Mr Oh Enc Nam, Mr Or Lay Huat Daniel and Mr Choy Wei Hsien Mark are the Directors seeking re-election at the forthcoming annual general meeting of the Company to be convened and held on 29 April 2025**.**

Pursuant to Rule 720(6) of the Listing Manual of the SGX-ST, the information as set out in Appendix 7.4.1 to the Listing Manual of the SGX-ST relating to the aforesaid persons is set out below:

	Mr Oh Enc Nam	**Mr Or Lay Huat Daniel**	**Mr Choy Wei Hsien Mark**
Date of appointment	20 March 2002	1 August 2006	23 April 2024
Date of last re-appointment (if applicable)	25 April 2022	25 April 2022	Not applicable
Age	69	47	51
Country of principal residence	Singapore	Singapore	Singapore
The Board's comments on this appointment (including rationale, selection criteria, board diversity considerations, and the search and nomination process)	The Board of Directors of the Company, having considered, among others, the recommendation of the Nominawting Committee **("NC")** and the qualifications, expertise and work experience of Mr Oh Enc Nam, is of the view that Mr Oh is suitable for re-appointment as Director of the Company.	The Board of Directors of the Company, having considered, among others, the recommendation of the NC and the qualifications, expertise and work experience and competencies of Mr Or Lay Huat Daniel, is of the view that Mr Or is suitable for re-appointment as Director of the Company.	The Board of Directors, having considered, amongst others, the recommendation of the NC and the qualifications, expertise and work experience of Mr Choy, is of the view that Mr Choy is suitable for re-appointment as Director of the Company.
Whether appointment is executive, and if so, the area of responsibility	Executive Responsible for the day-to-day management and overall operations of Eng Lam Contractors Co (Pte) Ltd, one of the Group's principal subsidiary corporations.	Executive Responsible for business development and corporate communications of the Group.	Non-Executive
Job Title (e.g. Lead ID, AC Chairman, AC Member etc.)	Executive Director	Executive Director	Lead Independent Director, Chairman of the Remuneration Committee and member of the Audit and Nominating Committees.
Professional qualifications	–	Bachelor of Commerce in Corporate Finance	Bachelor of Laws (Hons)
Working experience and occupation(s) during the past 10 years	March 2002 to present: Executive Director of OKP Holdings Limited	April 2006 to present: Executive Director of OKP Holdings Limited	March 2003 to present: Partner of WongPartnership LLP
Shareholding interest in the listed issuer and its subsidiaries	133,000 shares of the Company	322,000 shares of the Company	None

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION (CONT'D)

	Mr Oh Enc Nam	Mr Or Lay Huat Daniel	Mr Choy Wei Hsien Mark
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	Nephew of Mr Or Kim Peow (Group Chairman); Mdm Ang Beng Tin (Executive Director) is the wife of Mr Or Kim Peow; Mr Or Toh Wat (Group Managing Director), Mr Or Kiam Meng (Executive Director) and Mr Or Lay Huat, Daniel (Executive Director) are the sons of Mr Or Kim Peow	Son of Mr Or Kim Peow (Group Chairman); Mdm Ang Beng Tin (Executive Director) is the wife of Mr Or Kim Peow; Mr Or Toh Wat (Group Managing Director) and Mr Or Kiam Meng (Executive Director) are the sons of Mr Or Kim Peow; Mr Oh Enc Nam (Executive Director) is the nephew of Mr Or Kim Peow	None
Conflict of Interest (including any competing business)	None	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	Yes
Other Principal Commitments Including Directorships			
Past (for the last 5 years)	–	United Pavement Specialists Pte. Ltd. (struck off)	Advisor on Student Advisory Committee of Riverside Primary School
Present	Eng Lam Contractors Co (Pte) Ltd OKP Investments (Singapore) Pte. Ltd. OKP Technical Management Pte. Ltd. OKP Transport & Trading Pte. Ltd.	Chong Kuo Development Pte. Ltd. OKP Investments (Singapore) Pte. Ltd. OKP Land Pte. Ltd. OKP (Oil & Gas) Infrastructure Pte. Ltd. Lakehomes Pte. Ltd. OKP Technical Management Pte. Ltd. OKP Transport & Trading Pte. Ltd. Or Kim Peow Contractors (Private) Limited Or Kim Peow Investments Pte. Ltd. Raffles Prestige Capital Pte. Ltd.	Director, Wearnes-Starchase Limited Partner, WongPartnership LLP Partner, Woof Ventures LP

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION (CONT'D)

	Mr Oh Enc Nam	Mr Or Lay Huat Daniel	Mr Choy Wei Hsien Mark
(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 or against a partnership of which he was a partner at the time when he was a partner or at any time within 2 years from the date he ceased to be a partner?	No	No	No
(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 was a director or an equivalent person or a key executive, at the time when he was a director or an equivalent person or a key executive of that entity or at any time within 2 years from the date he 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	No
(c) Whether there is any unsatisfied judgment against him?	No	No	No
(d) Whether he 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 is aware) for such purpose?	No	No	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION (CONT'D)

	Mr Oh Enc Nam	Mr Or Lay Huat Daniel	Mr Choy Wei Hsien Mark
(e) Whether he 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 is aware) for such breach?	No	No	No
(f) Whether at any time during the last 10 years, judgment has been entered against him 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 part, or he has been the subject of any civil proceedings (including any pending civil proceedings of which he is aware) involving an allegation of fraud, misrepresentation or dishonesty on his part?	No	No	No
(g) Whether he 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	No
(h) Whether he 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	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION (CONT'D)

	Mr Oh Enc Nam	Mr Or Lay Huat Daniel	Mr Choy Wei Hsien Mark
(i) Whether he has ever been the subject of any order, judgment or ruling of any court, tribunal or governmental body, permanently or temporarily enjoining him from engaging in any type of business practice or activity?	No	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	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	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	No

ADDITIONAL INFORMATION ON DIRECTORS SEEKING RE-ELECTION (CONT'D)

	Mr Oh Enc Nam	Mr Or Lay Huat Daniel	Mr Choy Wei Hsien Mark
(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 in connection with any matter occurring or arising during that period when he was so concerned with the entity or business trust?	No	No	No
(k) Whether he 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	No

IMPORTANT
For investors who hold shares of OKP Holdings Limited under the Central Provident Fund (“**CPF**”) Investment Scheme and/or the Supplementary Retirement Scheme (“**SRS**”), this Proxy Form is not valid for use by such investors and shall be ineffective for all intents and purposes if used or purported to be used by them. Such investors should contact their respective CPF Agent Banks or SRS Operators if they have any queries regarding their appointment as proxies. Such investors who wish to appoint the Chairman of the Meeting as proxy to vote on their behalf should approach their respective CPF Agent Banks or SRS Operators to submit their votes at least seven working days before the date of the AGM.

OKP HOLDINGS LIMITED

(Company Registration No. 200201165G)
(Incorporated in the Republic of Singapore)

ANNUAL GENERAL MEETING
PROXY FORM

I/We ______________________ (Name) ______________ (NRIC/Passport/Registration Number)

of ____ (Address)

being a member/members of OKP HOLDINGS LIMITED (the “**Company**”) hereby appoint:

Name	Address	NRIC / Passport Number	Proportion of Shareholdings (%)

and/or (delete as appropriate)

Name	Address	NRIC / Passport Number	Proportion of Shareholdings (%)

or failing the person or both of the persons above, the Chairman of the Meeting as my/our proxy/proxies to attend and to vote for me/us on my/our behalf, at the Annual General Meeting (“**AGM**”) of the Company to be held at 30 Tagore Lane, Singapore 787484 on Tuesday, 29 April 2025 at 11.00 a.m., and at any adjournment thereof. I/We direct my/our proxy/proxies to vote for or against the resolutions to be proposed at the AGM or to abstain from voting, as indicated hereunder. If no specific directions as to voting is given, the proxy/proxies will vote or abstain from voting at his/her/their discretion, as he/she/they will on any other matter arising at the AGM and at any adjournment thereof.

No.	Resolutions relating to:	For	Against	Abstain
1.	Audited financial statements for financial year ended 31 December 2024			
2.	Payment of final dividend and special dividend			
3.	Re-election of Mr Oh Enc Nam as a Director			
4.	Re-election of Mr Or Lay Huat Daniel as a Director			
5.	Re-election of Mr Choy Wei Hsien Mark as a Director			
6	Approval of Directors’ fees of $130,000 for FY2025			
7.	Re-appointment of CLA Global TS Public Accounting Corporation as Independent Auditor			
8.	Authority to allot and issue shares			
9.	Authority to allot and issue shares pursuant to the OKP Performance Share Scheme			
10.	Share purchase mandate			

(Please indicate with a cross [X] in the space provided whether you wish to cast all your votes for or against or to abstain from voting on the resolution as set out in the Notice of AGM. Alternatively, if you wish to exercise your votes both for and against the resolution and/or to abstain from voting on the resolution, please indicate the number of shares in the respective spaces provided.)

Dated this ________ day of ____________ 2025

Total number of shares held:	

____

Signature(s) of Member(s) or Common Seal

IMPORTANT: PLEASE READ NOTES OVERLEAF

Notes:

1. Please insert the total number of shares held by you. If you have shares entered against your name in the Depository Register (as defined in Section 81SF of the Securities and Futures Act 2001), you should insert that number of shares. If you have shares registered in your name in the Register of Members of the Company, you should insert that number of shares. If you have shares entered against your name in the Depository Register and shares registered in your name in the Register of Members, you should insert the aggregate number of shares. If no number is inserted, this proxy form shall be deemed to relate to all the shares held by you.

2. Unless otherwise permitted under the Companies Act 1967 of Singapore (the "**Companies Act**"), a member of the Company entitled to attend and vote at the AGM is entitled to appoint not more than two proxies to attend and vote on his behalf. A proxy need not be a member of the Company.

3. A member who is a relevant intermediary (as defined in Section 181 of the Companies Act) may appoint more than two proxies, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member.

4. Where a member appoints more than one proxy, the proportion of the shareholding to be represented by each proxy shall be specified in this proxy form.

5. This proxy form must be executed under the hand of the appointor or of his attorney duly authorised in writing. Where this proxy form is executed by a corporation, it must be executed either under its common seal or under the hand of a duly authorised officer or attorney.

6. Where this proxy form is signed on behalf of the appointor by an attorney, the letter or power of attorney or a duly certified copy thereof must (failing previous registration with the Company) be lodged with this proxy form, failing which this proxy form shall be treated as invalid.

7. This proxy form duly completed and executed must be submitted:

   (a) by post to the registered office of the Company at 30 Tagore Lane, Singapore 787484; or

   (b) by electronic mail to agm2025@okph.com,

   in either case, to be received not less than 72 hours before the time appointed for holding the AGM, failing which this proxy form will be treated as invalid.

8. Completion and return of this proxy form by a member will not prevent him/her from attending, speaking and voting at the AGM if he/she so wishes. The appointment of the proxy(ies) for the AGM will be deemed to be revoked if the member attends the AGM in person and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the relevant proxy form to the AGM.

9. The Company shall be entitled to reject a proxy form which 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 proxy form. In addition, in the case of shares entered in the Depository Register, the Company may reject a proxy form if the member, being the appointor, is not shown to have shares entered against his name in the Depository Register as at 72 hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.

10. By submitting this proxy form, a member accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 1 April 2025.

OKP HOLDINGS LIMITED
UEN: 200201165G

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Singapore 787484
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OKP HOLDINGS LIMITED
胡金標控股有限公司

MOVING AHEAD STEADILY ON TRACK FOR GROWTH

ANNUAL REPORT 2024